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ABSTRACT

The fourth volume of the introduction to psychology and leadership course (see the final reports which summarize the development project, EM 010 418, EM 010 419, and EM 010 484) concentrates on achieving effective communication. It is a self-instructional text with audiotape and intrinsically programed sections. EM 010 427 and EM 010 426 are the first part and script of the volume, and EM 010 420 through EM 010 447 and EM 010 451 through EM 010 512 are related documents. (SH)

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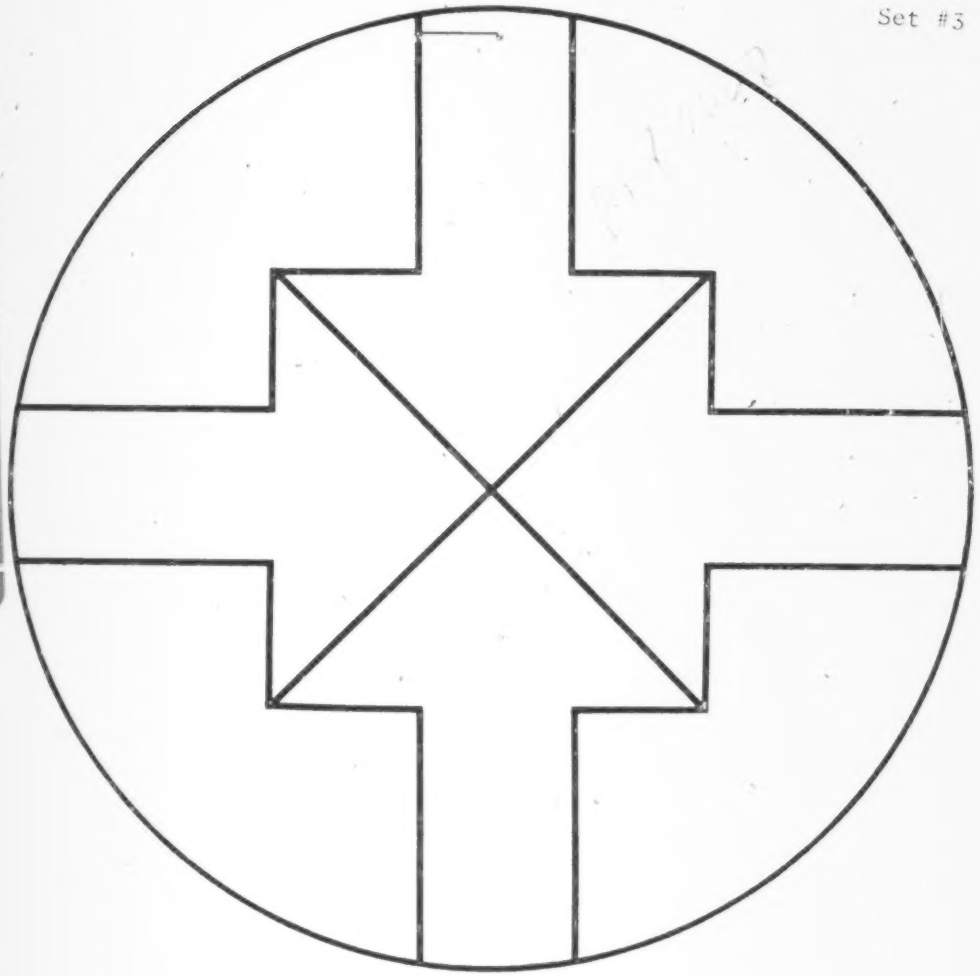

Introduction To Psychology And Leadership

EM 010 428

Volume IV-B

Achieving Effective Communication

ED 071286

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART FOUR

ACHIEVING EFFECTIVE COMMUNICATION

Segments V, VI & VII

Volume IV-B

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WESTINGHOUSE LEARNING CORPORATION
Annapolis, Maryland
1971

EM 010 428

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United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART FOUR

ACHIEVING EFFECTIVE COMMUNICATION

Segment V

Formal Communication and Its Dimensions

Intrinsically Programed Booklet

(HMIPB)

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

FOREWORD

"I've gotta use words when
I talk to you."

T. S. Eliot
Sweeney Agonistes

Having completed two segments on the communication process, it is fitting that we go on to a discussion of formal and informal communication. Segment V deals with formal communication and its dimensions.

The subject of formal communication is clearly proper and necessary in a course on leadership. Modern leadership depends for its effectiveness upon a sure grasp of formal communication and its dimensions. In Segment V we will discuss the following things:

- Downward, upward, and lateral communication
- Official communication within an organization
- How to select communication direction according to communication objectives
- How to analyze directional communication failure
- The open-door policy as a solution to communications problems
- The advantages of formal communication
- The disadvantages of formal communication

Segment V uses the media of audiotape and intrinsically programed booklet.

Every leader occupies a distinct place within an organization. His effectiveness within the organization will depend

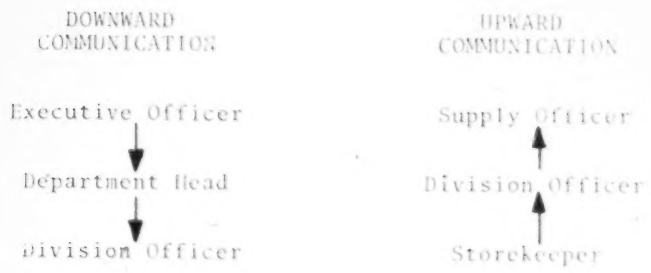
in large part upon his ability to exercise his knowledge of formal communication.

FORMAL COMMUNICATION AND ITS DIMENSIONS

(If you have an audiotape, listen to PART I before reading this page.

If you do not have an audiotape, begin on page 4 of the Audio Script for this segment.)

Types of Formal Communication



LATERAL COMMUNICATION

M Division Officer ⟷ E Division Officer

Supply Department Head ⟷ Engineering Department Head

Downward Communication--Reasons for importance:

1. It is essential to the functioning of a military organization. It provides direction, instruction, and information throughout the chain of command.
2. It is the communication dimension most frequently used and relied on.
3. It helps each individual to know where he stands.

(Go to page 2.)

Which of these statements best describes the importance of downward communication?

a. Downward communication is the most frequently used formal communication, but it is not very satisfactory. It fails to satisfy the desire of an individual to know where he stands and to look up to an authority figure. (Go to page 8.)

b. Downward communication, in addition to being essential to the functioning of a military organization, is the communication dimension most frequently used and relied on, and it satisfies the desire of an individual to know where he stands. (Go to page 6.)

c. The importance of downward communication is that it is the most frequently used dimension of communications. (Go to page 3.)

d. Downward communication is essential to the functioning of a military organization and satisfies the desire of an individual to know where he stands.. (Go to page 5.)

Your Answer:

The importance of downward communication is that it is the most frequently used dimension of communications.

This is perfectly true. However, it is not the whole story. Remember that downward communication is essential to the functioning of a military organization and satisfies another desire--that of an individual to know where he stands.

(Go to page 4 and refer to it while listening to PART II of the tape.)

Downward Communication Objectives:

1. To maintain control of information flow

2. To provide communication channels from senior to subordinates for transmitting policies, procedures, objectives, and information about their futures

(Go to page 7.)

Your Answer:

Downward communication is essential to the functioning of a military organization and satisfies the desire of an individual to know where he stands.

This is perfectly true, but there is one more reason for its importance. Downward communication is also the most frequently used dimension of communications.

(Go to page 4 and refer to it while listening to PART II of the tape.)

Your Answer:

Downward communication, in addition to being essential to the functioning of a military organization, is the communication dimension most frequently used and relied on and it satisfies the desire of an individual to know where he stands.

These are the major reasons for the importance of downward communication.

(Go to page 4 and refer to it while listening to PART II of the tape.)

Which of the following statements best describes the objectives of downward communication?

a. The main objective of downward communication is to maintain control of information flow.

b. The main objective of downward communication is to provide communication channels from senior to subordinates for transmitting policies, procedures, objectives, and information about their futures.

c. Downward communication has two objectives: first, to maintain control of information flow, and second, to provide communication channels from senior to subordinates for transmitting policies, procedures, objectives, and information about their futures.

d. Downward communication has two objectives: first, to control information going from subordinates to seniors; second, to establish respect for positions of authority.

(Go to page 11.)

Your Answer:

Downward communication is the most frequently used formal communication, but it is not very satisfactory. It fails to satisfy the desire of an individual to know where he stands and to look up to an authority figure.

The only thing that is true in this statement is that downward communication is the most frequently used formal communication. The rest of the statement is totally wrong.

(Go back to page 1 and read the summary again. Then choose a better answer from the choices on page 2.)

Your Answer:

Upward communication is important because it allows the leader to determine if messages are being received, understood, accepted and acted upon.

This is correct, but incomplete; one reason for the importance of upward communication is missing. Remember that it is also important because it allows the leader to determine if the needs of his subordinates are being satisfied.

(Go to page 14 and refer to it while listening to PART IV of the tape.)

Upward Communication--Reasons for Importance:

1. It allows the leader to determine if messages have been received, understood, accepted, and acted upon.

2. It allows the leader to determine if the needs of his subordinates are being satisfied.

(Go to page 16.)

Downward Communication--Reasons for Importance:

1. It is essential to the functioning of a military organization.
2. It satisfies the desire of an individual to know where he stands.
3. It satisfies the desire to look up to an authority figure.

Objectives:

1. To maintain control of information flow
2. To provide communication channels from senior to subordinates for transmitting policies, procedures, objectives, and information about their futures

(Go to page 19.)

Your Answer:

The leader must insist that his subordinates provide useful feedback.

This statement is incorrect. The leader must create an atmosphere that encourages feedback and facilitates the practical use of feedback.

(Go to page 28.)

Your Answer:

Upward communication is important because it allows subordinates to question orders coming from higher levels and because it provides a channel for complaints about those orders.

No. This certainly is not a description of the importance of upward communication.

(Go back to page 10 and read the summary. Then choose a better answer from the choices on page 16.)

Upward Communication Objectives:

1. To encourage subordinates to contribute ideas and/or constructive criticism
2. To enable a leader to show his men that they are valuable sources of information
3. To develop a greater participation by the group in the operation of the department
4. To allow feedback to reach higher levels of the organization

---

(Go to page 17.)

Your Answer:

Upward communication is important because it allows the leader to determine if the needs of his subordinates are being satisfied.

This is correct, but incomplete; one reason for the importance of upward communication is missing. Remember that it is also important because it allows the leader to determine if messages are received, understood, accepted, and acted upon.

(Go to page 14 and refer to it while listening to PART IV of the tape.)

Which of the following statements best describes the importance of upward communication?

a. Upward communication is important because it allows the leader to determine if messages are being received, understood, accepted, and acted upon. (Go to page 9.)

b. Upward communication is important because it allows subordinates to question orders coming from higher levels and because it provides a channel for complaints about those orders. (Go to page 13.)

c. Upward communication is important because it allows the leader to determine if the needs of his subordinates are being satisfied. (Go to page 15.)

d. Upward communication is important because it allows a leader to determine if the needs of his subordinates are being satisfied and if messages are being received, understood, accepted, and acted upon. (Go to page 18.)

Which of the following paragraphs best describes the objectives of upward communication?

a. Upward communication, because it allows feedback to reach higher levels of the organization, helps to foster dissatisfaction in the group. By encouraging subordinates to contribute ideas on efficiency, a leader shows his men that they know more about the organization than he does.

b. Upward communication, because it allows feedback to reach higher levels of the organization, helps build greater participation by the group in the operation of the department. It encourages subordinates to contribute ideas and/or constructive criticism. It also enables a leader to show his men that they are valuable sources of information by acting upon those ideas.

c. Upward communication fosters the building of greater participation by the group in the operation of the department and enables the leader to show his men that they are valuable sources of information.

d. Upward communication enables a leader to show his men that they are valuable sources of information. Furthermore, the ideas and/or constructive criticism that they contribute, if acted upon, develop greater participation by the group in the operation of the department.

(Now go to page 20 and refer to it as you listen to PART V of the tape.)

Your Answer:

Upward communication is important because it allows a leader to determine if the needs of his subordinates are being satisfied and if messages are being received, understood, accepted, and acted upon.

This statement describes all the reasons for the importance of upward communication.

(Go to page 14 and refer to it while listening to PART IV of the tape.)

The following paragraph is a description of downward communication at work.

The CO of the Communications Center at the Headquarters of the 5th Naval District has decided to establish a policy for assigning permanent parking places to military and civilian personnel under his command. He tells his XO and instructs him to have the Administrative Officer work out the details. The policy is then to be issued as a written instruction to all personnel after the CO has approved it. The XO prepares a memo to the Administrative Officer outlining the CO's wishes.

Which of the following statements best describes the situation in terms of the objectives of downward communication?

a. The CO is unlikely to have his instructions implemented because he has lost control of the flow of information by letting his XO and the Administrative Officer in on the act. He has also failed to provide any communication channels within the organization.

b. The CO has met both objectives of downward communication. He maintains control of the flow of information by requiring his approval of the written instruction before it is issued. He has also provided the communication channels from senior to subordinates for conveying the new policy.

c. The CO has provided the communication channels from senior to subordinates for transmitting the new policy.

d. The CO has maintained control of the information flow by requiring his approval of the instruction before it is issued.

(Now go to page 10 and refer to it as you listen to PART III of the tape.)

Upward Communication--Leader's Responsibilities:

It is the responsibility of the leader to create an atmosphere that facilitates the practical use of feedback.

(Go to page 21.)

Which of these statements best describes the responsibilities of the leader in upward communication?

a. The leader must insist that his subordinates provide useful feedback. (Go to page 12.)

b. It is the responsibility of the leader to create an atmosphere that facilitates the practical use of feedback. (Go to page 23.)

c. By listening to his senior subordinates and conditioning them to providing constructive feedback at appropriate times, the leader creates an atmosphere that encourages feedback. (Go to page 24.)

Your Answer:

The chief encourages greater participation by the group in the operation of the department when he tells Bailey to try the modification.

This statement is not complete. Allowing Bailey to try the modification does give the group some sense of participation. This initial step could lead to still greater participation. It does show that Bailey is considered a valuable source of information.

(Go back to page 28 and read the summary again. Then choose a better answer from the choices on page 25.)

Your Answer:

It is the responsibility of the leader to create an atmosphere that facilitates the practical use of feedback.

This statement correctly describes the responsibilities of the leader in upward communication.

(Go to page 28.)

Your Answer:

By listening to his senior subordinates and conditioning them to providing constructive feedback at appropriate times, the leader creates an atmosphere that encourages feedback.

If the leader only desires feedback from his senior subordinates he will never create an atmosphere that will facilitate the practical use of feedback.

(Go to page 28.)

The following paragraph is an example of upward communication in a military situation:

The Operations Officer mentions to the chief electronics technician that it seems unusual for the same radio receiver to break down so regularly--at least once a month. The chief mentions it to his men the next morning. A few days later ET2 Bailey tells the chief that one of his electronics instructors discussed a similar situation which was remedied by modifying the RF amplifier assembly. The chief tells Bailey to make the modification and watch it closely. Two months later the chief reports to the Operations Officer that they have solved the breakdown problem. The Operations Officer calls in ET2 Bailey and thanks him for his constructive idea.

Which of the following statements describes those objectives of upward communication that have been met in this example?

a. By taking into account Bailey's technical school experience and permitting him to try the modification, the chief is allowing a subordinate to contribute constructive ideas. (Go to page 27.)

b. The chief encourages greater participation by the group in the operation of the department when he tells Bailey to try the modification. (Go to page 22.)

c. The chief allows ET2 Bailey to contribute a constructive idea that solves an operational problem. Also, when the Operations Officer commends Bailey, he is showing a subordinate that he considers him a valuable source of information. (Go to page 30.)

Your Answer:

It is the responsibility of each party to listen to what is said in order to ensure coordination of efforts and to provide mutual support in the chain of command.

Think back to the definition of lateral communication. It is communication between peers within an organization or in different organizations, so how could the chain of command be involved?

(Go back to page 33 and review the responsibilities of each party in lateral communication. Then select the correct answer from the choices on page 34.)

Your Answer:

By taking into account Bailey's technical school experience and permitting him to try the modification, the chief is allowing a subordinate to contribute constructive ideas.

This statement describes only one of the two objectives included in this example. By thanking Bailey for his constructive idea, the Operations Officer is also showing him that he considers him a valuable source of information.

(Go to page 32 and refer to it while listening to PART VI of the tape.)

Upward Communication

Reasons for importance:

1. It allows the leader to determine if messages have been received, understood, accepted, and acted upon.

2. It allows the leader to determine if the needs of his subordinates are being satisfied.

Objectives:

1. To encourage subordinates to contribute ideas and/or constructive criticism

2. To enable a leader to show his men that they are valuable sources of information

3. To develop greater participation by the group in the operation of the department

4. To allow feedback to reach higher levels of the organization

Leader's responsibility:

It is the responsibility of the leader to create an atmosphere that facilitates the practical use of feedback.

(Go to page 25.)

Which of the following statements best describes the objectives of lateral communication?

a. Lateral communication has two objectives--to facilitate the coordination of efforts between peers within an organization or in different organizations, and to expedite communication.

b. Lateral communication should facilitate the coordination of efforts between peers within an organization or in different organizations in an effort to develop greater participation by the group in the operation of the department.

c. Lateral communication has two objectives--to facilitate the coordination of efforts between peers and subordinates within an organization or in different organizations, and to expedite communication.

(Now go to page 33 and refer to it as you listen to PART VII of the tape.)

Your Answer:

The chief allows ET2 Bailey to contribute a constructive idea that solves an operational problem. Also, when the Operations Officer commends Bailey, he is showing a subordinate that he considers him a valuable source of information.

This statement describes both objectives of upward communication that are met in this example.

(Now go to page 32 and refer to it while listening to PART VI of the tape.)

Your Answer:

It is the responsibility of each party to listen to what is said.

This is perfectly true, but it is not the best description of the responsibilities of each party in lateral communication. Remember why each party must listen to what is said: to provide mutual support and ensure coordination of efforts.

(Go to page 40.)

Lateral Communication

Reason for importance: It is necessary for the efficient operation of the organization.

Objectives:

1. To facilitate the coordination of efforts between peers within an organization or in different organizations
2. To expedite communication

(Go to page 29.)

Lateral Communication

Responsibilities of Participants: Each party must listen to what is said in order to provide mutual support and ensure coordination of efforts.

(Go to page 34.)

Which of the following statements best describes the responsib lities of each party in lateral communication?

a. It is the responsibility of each party to listen to what is said in order to ensure coordination of efforts and to provide mutual support in the chain of command. (Go to page 26.)

b. It is the responsibility of each party to listen to what is said. (Go to page 31.)

c. It is the responsibility of each party to listen to what is said in order to provide mutual support and ensure coordination of efforts. (Go to page 37.)

The following paragraph is an example in which there is a failure in lateral communication.

MIDN 1/c Samson and Benett were assigned to the Plebe Summer Indoctrination Program. Several days prior to the arrival of the plebe class, MIDN Samson was directed by the Company Officer to pass the word for a meeting of all the first classmen to review the plans for the first week of indoctrination. The meeting was scheduled in room 1530 at 1315 on Wednesday. Tuesday morning MIDN Samson saw MIDN Benett in the rotunda with his drag. Samson went up to Benett and said, "Say, Benett, the Company Officer wants us to meet tomorrow at 1315 in room 1530." The next day Benett shows up for the meeting in room 1315 at 1530.

Who is responsible for this communication failure?

a. The Company Officer

b. MIDN Samson

c. MIDN Benett

d. Both MIDN Samson and MIDN Benett

(Now go to page 42.)

Your Answer:

The Chaplain instructs his yeoman to send a new mass schedule to the ship's secretary to be put in the Plan of the Day.

Your answer is incorrect. This is a perfectly good example of downward communication, which is one type of formal communication. Remember, formal communication is any official communication within the chain of command of an organization.

(Go back to page 41 and select a better answer.)

Your Answer:

It is the responsibility of each party to listen to what is said in order to provide mutual support and ensure coordination of efforts.

This statement correctly describes the responsibilities of each party in lateral communication. In addition, this statement emphasizes a key element to successful leadership, coordinating with appropriate units and personnel in the performance of duty.

(Go to page 40.)

Your Answer:

The signalman reports to the Signal Officer that the blinker message has been sent and acknowledged.

Your answer is incorrect. This is a perfectly good example of upward communication, which is one type of formal communication. Remember that formal communication is any official communication within the chain of command of an organization.

(Go back to page 41 and select a better answer.)

Your Answer:

Personnel in the formal communication network tend to pay much more attention to upward and downward than to lateral communication. By neglecting lateral communication, they may be impairing their efficiency.

Not exactly. The first part of this answer describes one disadvantage of formal communication. However, the second part of the answer, while a true statement, does not qualify as a disadvantage. The other disadvantage of formal communication is that the network is used primarily to transmit orders downward and reports upward at the expense of other types of communication.

(Go to page 52.)

Lateral Communication

Reason for importance: It is necessary for the efficient operation of the organization.

Objectives:

1. To facilitate the coordination of efforts between peers within an organization or in different organizations
2. To expedite communication

Responsibilities of Participants: Each party must listen to what is said in order to provide mutual support and ensure coordination of efforts.

(Go to page 35.)

Which of the following is <u>not</u> an example of a formal communication?

a. The Chaplain instructs his yeoman to send a new mass schedule to the ship's secretary to be put in the Plan of the Day. (Go to page 36.)

b. The signalman reports to the Signal Officer that the blinker message has been sent and acknowledged. (Go to page 38.)

c. LT Hunt reminds LT Tully that Tully is standing LT Hunt's OOD watch tonight. (Go to page 44.)

d. MIDN Fraser tells MIDN Golden that he heard there would not be any movies tonight because the movie projector had broken down. (Go to page 47.)

Types of Formal Communication

Formal communication is any official communication within the chain of command of an organization. There are three types of formal communication--downward, upward, and lateral.

Downward Communication--transmitting messages from the higher levels of the organization to subordinate levels

Upward Communication--transmitting messages from subordinate levels to higher levels of the organization

Lateral Communication--transmitting messages to persons at the same level within the organization or in other organizations

---

(Go to page 41.)

Your Answer:

Formal communication provides a channel through which subordinates can convey suggestions and grievances to superiors.

This is not correct. This statement is true, but it describes one advantage of formal communication, not a disadvantage.

(Go back to page 48 and read the summary again. Then choose a better answer from the choices on page 49.)

Your Answer:

LT Hunt reminds LT Tully that Tully is standing LT Hunt's OOD watch tonight.

Your answer is incorrect. This is a perfectly good example of lateral communication, which is one type of formal communication. Remember that formal communication is any official communication within the chain of command of an organization.

(Now go back to page 41 and select a better answer.)

Formal Communication Advantages:

1. It provides a channel through which a leader can send to his subordinates information required for operation of the organization.

2. It provides a channel through which subordinates convey suggestions and grievances to superiors.

3. It establishes responsibility for all actions taken.

(Go to page 46.)

Which of the following statements best describes the advantages of formal communication?

a. In the first place, formal communication provides a channel through which subordinates can convey suggestions to superiors who have the authority to act upon them. Secondly, it establishes responsibility for all actions taken.

b. Formal communication provides the subordinate a channel through which he can immediately and directly send the leader information required for the operation of the organization. It also provides a channel through which leaders can convey grievances to their subordinates. Finally, it establishes responsibility for all actions taken.

c. Formal communication provides a channel through which subordinates can convey suggestions and grievances to superiors who have the authority to act upon them. Further, it provides a channel through which a leader can immediately and directly send to his subordinates information required for the operation of the organization. Finally, it establishes responsibility for all actions taken.

(Now go to page 48 and refer to it as you listen to PART IX of the tape.)

Your Answer:

MIDN Fraser tells MIDN Golden that he heard there would not be any movies tonight because the movie projector had broken down.

Correct. This is not an example of a formal communication; it is simply a case of one midshipman relating rumors to another.

(To continue, go to page 45 and refer to it while listening to PART VIII of the tape.)

Formal Communication Disadvantages:

1. It is used primarily to transmit orders downward and reports upward at the expense of other types of communication.

2. Much more attention is paid to upward and downward than to lateral communication.

(Go to page 49.)

Which of the following statements best describes the disadvantages of formal communication?

a. A formal communication network is used primarily to transmit orders downward and reports upward at the expense of other types of communication. Also, more attention is paid to upward and downward than to lateral communication. (Go to page 53.)

b. Formal communication provides a channel through which subordinates can convey suggestions and grievances to superiors. (Go to page 43.)

c. Personnel in the formal communication network tend to pay much more attention to upward and downward than to lateral communication. By neglecting it, they may be impairing their efficiency. (Go to page 39.)

Your Answer:

It shows that in formal communication, the lines of responsibility are clearly delineated and that there is no necessity to follow any but the most direct path in making reports.

Are you sure you understood the question? You are supposed to determine what disadvantage of formal communication is illustrated in the example. Let's review. The two disadvantages of formal communication are: 1) it is used primarily to transmit orders downward and reports upward at the expense of other types of communication; and 2) much more attention is paid to upward and downward than to lateral communication. Obviously, this example illustrates the second disadvantage, that in formal communication, the necessity for coordinating laterally is often overlooked because it is easy to send a routine report to the next senior in the chain of command.

(To continue, go to page 55 and read it while listening to PART X of the tape.)

Your Answer:

In order to maintain the positive attitude generated by the open-door policy, the superior should listen to his men, whenever possible, at their convenience. He must also supply appropriate feedback as he talks to the subordinate and must keep him posted on further developments.

(Go to page 63 and refer to it while listening to PART XI of the tape.)

Formal Communication

Advantages:

1. It provides a channel through which a leader can send to his subordinates information required for operation of the organization.
2. It provides a channel through which subordinates can convey suggestions and grievances to superiors.
3. It establishes responsibility for all actions taken.

Disadvantages:

1. It is used primarily to transmit orders downward and reports upward at the expense of other types of information.
2. Much more attention is paid-to upward and downward than to lateral communication.

(Go to page 54.)

Your Answer:

A formal communication network is used primarily to transmit orders downward and reports upward at the expense of other types of communication. Also, more attention is paid to upward and downward than to lateral communication.

This statement describes the two disadvantages of formal communication.

(Go to page 52.)

Here are some examples of formal communication.

--Each ship publishes a Plan of the Day (POD).

--Track coaches post daily workout schedules.

--The Academy issues each midshipman a set of USNA regulations.

--The Amphibious Task Force Commander and the Landing Force Commander jointly issue a Letter of Instruction to their forces.

What advantage of formal communication is illustrated by these examples?

a. That the flow of information is always from senior to junior

b. That instructions may be issued jointly

c. That a channel is provided by conveying information from senior to junior

d. That every midshipman is issued a set of regulations

(Now go to page 57.)

The Open-Door Policy

Reason for importance:

1. It helps to maintain good relations between subordinates and their leader.

2. One of the quickest ways a leader can stifle such relations is by not acting, in some way, on a request, a complaint, or a suggestion. It is imperative that the subordinate be given an answer.

Objectives:

1. To stimulate upward communication

2. To overcome reluctance of subordinates to communicate with seniors about personal matters; e.g., emergency leave, financial problems, hardship (compassionate) reassignments

3. To provide the leader with information about morale and esprit of the group

(Go to page 56.)

The following paragraph is an example of the open-door policy in operation.

Upon assuming command of an LST, the new Captain announces, that the former Captain's policy regarding leaves is being revised; at the same time, he announces an open-door policy and invites the men to come and discuss their problems with him. Since a number of men had made plans for leave on the basis of the old leave policy, the new announcement causes some concern and grumbling. Acting upon the invitation of the new Commanding Officer, one of the division officers requests an audience with him and discusses the situation. The new Captain recognizes the problem and modifies his statement on leave to accommodate those men who had made plans under the old policy.

Which of the following statements describes the objectives of the open-door policy that have been met in this example?

a. In this example, only one objective of the open-door policy has been met: it stimulated upward communication.

b. In this example, all three objectives of the open-door policy have been met: it stimulated upward communication; it helped the subordinates overcome their reluctance to communicate with seniors about personal matters; and it provided the Captain with information about the morale of the group.

c. In this example, two objectives of the open-door policy have been met: it stimulated upward communication, and it helped the subordinates overcome their reluctance to communicate with seniors about personal matters.

(Now go to page 63 and refer to it as you listen to PART XI of the tape.)

LTJG Scott, the Personnel and Education Officer in a Navy aircraft squadron, has to make routine reports to the squadron Executive Officer on the status of recently organized correspondence courses for squadron enlisted personnel. Several enlisted men from the Operations and Maintenance Departments have been delinquent in attending classes and turning in their assignments. In carrying out his duties, LTJG Scott reports this matter to the Executive Officer.

How does this example illustrate one of the disadvantages of formal communication?

a. It shows that in formal communication, the lines of responsibility are clearly delineated and that there is no necessity to follow any but the most direct path in making reports. (Go to page 50.)

b. It shows that in formal communication the necessity for coordinating laterally is often overlooked because it is easy to send a routine report to the next senior in the chain of command. (Go to page 59.)

c. It shows that the Personnel and Education Officer should not be making reports on personnel outside his department. (Go to page 60.)

d. It shows that formal communication should be used only for sending reports downward. (Go to page 62.)

Your Answer:

The superior should listen to his men, whenever possible, at their convenience. If the subordinate appears for a conference at an inconvenient time, he should be scheduled for another time. Also, the superior must supply appropriate feedback as he talks to the subordinate and must keep him posted on further developments.

This statement correctly describes the three ways of working within the limitations of the open-door policy.

(Go to page 63 and refer to it while listening to PART XI of the tape.)

Your Answer:

It shows that in formal communication the necessity for coordinating laterally is often overlooked because it is easy to send a routine report to the next senior in the chain of command.

Yes, that is the disadvantage of formal communication which the example illustrates.

(To continue, go to page 55 and read it while listening to PART X of the tape.)

Your Answer:

It shows that the Personnel and Education Officer should not be making reports on personnel outside his department.

Not exactly. It was part of the Personnel and Education Officer's job to make reports on the status of the men in the course, but he failed to contact the officers of the Operations and Maintenance Departments before contacting the Executive Officer. Thus this example illustrates the second disadvantage of formal communication, that the necessity for coordinating laterally is often overlooked because it is easy to send a routine report to the next senior in the chain of command.

(To continue, go to page 55 and read it while listening to PART X of the tape.)

(Your Answer)

Black was faking attention and getting emotionally over-stimulated.

True, Black was faking attention, but he was not over-reacting emotionally. Furthermore, your answer is incomplete in that it does not describe another bad listening habit exhibited by LT Black.

(Go back to page 66 and select a better answer.)

Your Answer:

It shows that formal communication should be used only for sending reports downward.

Indeed? Are you sure you understood the question? You are supposed to determine what disadvantage of formal communication is illustrated in the given example. Let's review. The two disadvantages of formal communication are: 1) it is used primarily to transmit orders downward and reports upward at the expense of other types of communication; and 2) much more attention is paid to upward and downward than to lateral communication. Obviously, this example illustrates the second disadvantage, that in formal communication, the necessity for coordinating laterally is often overlooked because it is easy to send a routine report to the next senior in the chain of command.

(To continue, go to page 55 and read it while listening to PART X of the tape.)

The Open-Door Policy--Supplementing the open-door policy:

1. The superior should make frequent informal visits around the work area.

2. He should initiate conversations with subordinates during these visits.

(Go to page 67.)

Your Answer:

Black was creating distractions, indulging in hop-skip-and-jump listening, and finally, faking attention.

These are all the bad listening habits exhibited by LT Black.

(Go to page 73.)

Bad Listening Habits--The leader should avoid:

1. Faking attention
2. Listening only for facts
3. Getting emotionally overstimulated
4. Allowing himself emotional deaf spots
5. Hop-skip-and-jump listening

(Go to page 66.)

The following is a description of a conversation between LT Black and SN Romero.

Black: "Ah, come in Romero. What can I do for you?"

Romero: "Well, sir, I'm afraid. . ."

Black: "Come on, Romero, what are you afraid of?"

Romero: "Well, sir, my mother, who is 87. . ."

Black: "She sick, Romero?"

Romero: "Yes, sir."

Black: "Tell me about it, Romero."

Romero: "Well, sir, she's. . ."

Black: "In the hospital, Romero?"

(While Romero talks, Black is pretending to take notes but he is really signing two reports on his desk.)

Which of these statements best describes the poor listening habits exhibited by LT Black?

a. Black was faking attention and getting emotionally overstimulated. (Go to page 61.)

b. Black was creating distractions, indulging in hop-skip-and-jump listening, and finally, faking attention. (Go to page 64.)

c. Black was creating distractions, faking attention, and listening only for facts. (Go to page 71.)

Which of the following statements best describes the means of supplementing the open-door policy?

a. Whenever possible, the superior should always show up for a scheduled conference with a subordinate.

b. When a subordinate fails to show up for a conference that he requested, the superior should visit him in his work area and reprimand him.

c. The superior should make frequent informal visits around the work area. During these visits he should initiate conversations with his subordinates.

d. All of the above

(Now go to page 65 and refer to it as you listen to PART XII of the tape.)

The following paragraph is a description of a situation in which there is a communication problem.

On several occasions in the wardroom mess, the junior officers in the Engineering Department aboard a large carrier have heard their "boss," CDR Eckels, make the statement that seniors should seldom be seen and that they should not get involved in nitty-gritty problems; their assistance should only be requested when dealing with major problems. After this discussion, the junior officers in the department have become reticent about discussing with the department head matters relative to their careers. On one occasion, LTJG Shaw did have an opportunity to approach CDR Eckels with a problem, and the response from the commander was very unsatisfactory. Shaw's experience has served to reinforce the juniors' belief that CDR Eckels is unapproachable.

Which one of the following actions best assist CDR Eckels in implementing an open-door policy?

a. The department head should meet with his officers and inform them that his door is open for all problems generated as a result of official correspondence. (Go to page 70.)

b. The department head should announce in the wardroom mess that he has an open door but that department officers should make an appointment for a conference at the department head's convenience. (Go to page 72.)

c. The department head should invite all officers to discuss with him any matter, personal or other, for which they believe they need assistance or guidance. (Go to page 69.)

d. The department head should meet with his officers and tell them that he has an open-door policy only for the officers, who are expected to solve all the problems of the enlisted men in the department. (Go to page 74.)

Your Answer:

The department head should invite all officers to discuss with him any matter, personal or other, for which they believe they need assistance or guidance.

This is the correct way to implement the open-door policy, which is so lacking in this case.

(Now go to page 75.)

Your Answer:

The department head should meet with his officers and inform them that his door is open for all problems generated as a result of official correspondence.

Your answer is incorrect. You seem to have forgotten that one of the objectives of an open-door policy is to help the subordinates overcome their reluctance to communicate with seniors about personal matters. In this case, by restricting the open-door policy to problems generated by official correspondence only, CDR Eckels is ignoring this objective.

(Go back to page 73 for a review of the open-door policy. Then select a better answer from the choices on page 68.)

Your Answer:

Black was creating distractions, faking attention, and listening only for facts.

It is true that Black was faking attention, so how could it be that he was listening only for facts? It seems his mind was on something else besides listening. Furthermore, your answer does not point out still another bad listening habit exhibited by LT Black--hop-skip-and-jump listening.

(Go to page 66 and select a better answer.)

Your Answer:

The department head should announce in the wardroom mess that he has an open door but that department officers should make an appointment for a conference at the department head's convenience.

Not exactly. While this action would greatly improve the situation, it still fails to completely dispel the juniors' belief that CDR Eckels is unapproachable. To improve matters further, he should listen to his subordinates whenever possible at their convenience.

(Now go to page 75.)

The Open-Door Policy

Reason for importance:

1. It helps to maintain good relations between the leader and his subordinates.

2. One of the quickest ways a leader can stifle such relations is by not acting, in some way, on a request, a complaint, or a suggestion. It is imperative that the subordinate be given an answer.

Objectives:

1. To stimulate upward communication

2. To overcome reluctance of subordinates to communicate with seniors about personal matters; e.g., emergency leave, financial problems, hardship (compassionate) reassignment.

3. To provide the leader with information about morale and the esprit of the group

Supplementing the open-door policy:

1. The superior should make frequent informal visits around the work area.

2. He should initiate conversations with subordinates during these visits.

(To continue, go to page 68.)

Your Answer:

The department head should meet with his officers and tell them that he has an open-door policy only for the officers, who are expected to solve all the problems of the enlisted men in the department.

No, this is not the best way to implement an open-door policy. What if a subordinate's problem concerns an officer or is one that cannot be solved by him? Obviously this open-door policy is too limited.

(Go back to page 73 for a review of the open-door policy. Then select a better answer from the choices on page 68.)

This is the end of Part Four, Segment V.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART FOUR

ACHIEVING EFFECTIVE COMMUNICATION

Segment V

Formal Communication and Its Dimensions

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

FORMAL COMMUNICATION AND ITS DIMENSIONS

PROGRESS CHECK

Question 1.

Which of the following examples illustrates upward, downward and lateral official communication within the chain of command?

a. The Recreation Committee aboard a submarine held a meeting and after much discussion among themselves they agreed to submit a request that a given amount of money be allotted for a ship's party. The request was submitted to the Commanding Officer via the Recreation Council and the Executive Officer. After a day or two had passed, the letter was returned to the Recreation Committee with an approving endorsement by the Commanding Officer.

b. At a critique of an Administrative Inspection, the Squadron Engineering Officer elaborated on the discrepancies of the Engineering Department of the ship that was just inspected. The ship's Engineering Officer and his leading chief in the department both commented on these discrepancies and thanked the Squadron Engineering Officer for his efforts during his thorough inspection.

c. During a meeting of the department heads aboard a cruiser, the upcoming shipyard overhaul was discussed at great length. The department heads decided that it would be beneficial to establish a definite leave policy while the ship was undergoing overhaul, and they submitted their recommendation to the Commanding Officer via the Executive Officer.

d. All of the above

Question 2.

After attending the latest fleet deployment scheduling conference, the CRUDESPAC operations officer published a schedule of ships which were to participate in the Coral Sea celebration in Australia. The Captain of one of the designated destroyers amplified this information in a meeting with his division officers and directed that they disseminate the information and post the schedule for the celebration on the bulletin boards.

Did the Captain of the destroyer accomplish the objectives of downward communication?

a. The Captain accomplished only one of the objectives of downward communication: He controlled the flow of information.

b. The Captain accomplished both objectives of downward communication: He controlled the flow of information and he sent information from the senior to subordinate levels.

c. The Captain accomplished only one of the objectives of downward communication: He sent information from the senior to subordinate levels.

d. The Captain accomplished none of the objectives of downward communication because he relayed the information verbally only to the division officers.

Question 3.

Which of the following statements is a correct definition of upward communication?

a. The formal type of communication which gives the leader a channel in which he can immediately and directly send subordinates information

b. A type of communication used by subordinates to convey suggestions, reports, and grievances to superiors

c. The transmitting of messages from subordinate levels to other subordinate levels of the organization

d. Both b and c above

Question 4.

Which of the following statement(s) describe(s) the general objectives of upward communication?

a. To transmit information from subordinate level to senior level

b. To allow enlisted men to contribute ideas and/or constructive criticism

c. To allow a means for building a greater sense of participation by men in a division

d. All of the above

Question 5.

A Battalion Officer at a meeting with his midshipmen company commanders directs them to coordinate the use of a picnic area during June Week. Each company is authorized to use the area for one 4-hour period. During the meeting of the midshipmen company commanders to work out the schedule, MIDN Sands does not pay attention to the discussion because he is thinking of his wedding which is to take place on graduation day. Later while briefing his company on the details of the plans, MIDN Sands finds himself unable to answer questions on the uniform, transportation, expenses, and guests.

What caused the communication breakdown between the midshipmen company commanders and MIDN Sands?

a. He failed to listen carefully during the Battalion Officer's briefing.

b. He failed to listen carefully during the coordination meeting with the midshipmen company commanders.

c. He failed to train his subordinates to provide useful feedback.

d. All of the above

Question 6.

Which of the following statements is a correct definition of lateral communication?

a. The transmission of messages from one command to another command, such as from the destroyer acting as plane guard to the aircraft carrier

b. The transmission of messages from the line elements of a command to the staff elements of a command

c. The transmission of messages to persons at the same level within an organization or at the same level in different organizations

d. Lateral communication is the only formal type of communication that by-passes the chain of command.

Question 7.

As a division officer aboard a submarine tender you notice that a couple of your men show a lack of interest in their work, and that each of them at different times has been late for quarters. You have also noticed that whenever the division participates as a division in anything (intramural sports, etc.) that these men do not participate. You ask your leading chief what, if any, problems these men have and he states that he knows of no problems the men may have. As a division officer, what steps should you take to find out what their problems are?

a. Tell your leading chief to go directly to the men and find out what is troubling them, assist them with their problems, and get them back as participating members of the division.

b. Let it be known at morning quarters that you are available at any time to any of your men who want to come in and talk to you about anything. Periodically walk through the division spaces and talk informally with your men.

c. Call these men into your stateroom one at a time and let them know that you want each and every man in your division to be a participating member of the division and that you will not tolerate those who do not carry their share of the load.

d. The best solution to the problem would be to get rid of the couple of men in your division who are having problems and seek out new and better replacements from other divisions aboard your ship.

Question 8.

Which of the following statements is the best description of "open-door" policy?

a. The "open-door" policy is the leader's invitation to his subordinates to talk things over at any time at the convenience of the subordinate.

b. The "open-door" policy is the leader's invitation to his subordinates to tal' things over at any time at the convenience of the leader, so the leader may meet his daily deadlines.

c. The "open-door" policy is another means to supplement and stimulate downward communication.

d. The "open-door" policy increases good relations between subordinates and the leader by offering the latter an opportunity to initiate conversations with subordinates during informal visits.

Question 9.

Which of the following statements is a description of the advantages of formal communication?

a. As a division officer, it gives you a channel through which you can immediately and directly transmit to your men information which is required for the operation of your division.

b. As a commanding officer, it would provide a channel for your crew through which they could transmit suggestions and grievances to you.

c. It gives a force commander the channel through which he can immediately and directly send commanding officers of his units information required for the operation of their ships and the force.

d. All of the above

Question 10.

Which of the following statements best describes the disadvantages of formal communication?

a. Aboard a ship the formal communication network is used strictly for communications between the ship and other units at sea, the Squadron Commander, Flotilla Commander and the Force Commander.

b. Aboard ship the formal communication network is primarily used to transmit orders downward and reports upward, which tends to stifle the use of the network for other purposes.

c. The formal communication network in the Navy permits lateral and downward communication and does not allow for upward communication.

d. Personnel in the Navy are much more apt to use the formal communication network for lateral communication than for upward or downward communication.

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Four SEGMENT V

REMEDIATION TEXT Audio Script (HHATS)

ITEM	ANSWER	REMEDIATION REFERENCE
1	a	Pages 1-2
2	b	Page 3
3	b	Page 4
4	d	Pages 5-6
5	b	Pages 8-10
6	c	Page 8
7	b	Pages 13-15
8	a	Page 13
9	d	Page 11
10	b	Page 12
11		
12		
13		
14		
15		

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART FOUR

ACHIEVING EFFECTIVE COMMUNICATION

Segment VI

Informal Communication

Intrinsically Programed Booklet

(IMIPB)

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

FOREWORD

Big talk don't build no pyramids.

American Negro saying

It is logical, having completed the segment on formal communication, that we proceed now to the subject of Segment VI: Informal Communication. Since there is vastly more informal than formal communication within any organization, the propriety of covering informal communication in the spectrum of a leadership course is clear. Segment VI will cover:

- The "grapevine"
- How to use the informal communication network to accomplish objectives
- Rumors: their formation, use, and prevention
- How to combat rumors

Segment VI uses the media of either audiotape or audio script and an intrinsically programed booklet.

No matter what the eventual assignments may be, a leader, will rely heavily upon his knowledge of informal communication in order to accomplish his mission. Learn it well now, it will help later.

INFORMAL COMMUNICATION

(If you have an audiotape, listen to PART I before reading this page.

If you do not have an audiotape, begin on page *ii* of the Audio Script for this segment.)

Informal Communication

The grapevine is a channel for the transmission of rumors or other informal and unofficial communications not restricted to the chain of command. It is utilized in an upward, downward, or lateral manner.

Sources:

1. Social interactions of people within the organization
2. Informal leaders who relay requests of groups to formal leaders

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(Go to page 2.)

Which of the following is an example of informal communication?

a. An order comes down through the chain of command that all leaves for the coming weekend have been canceled. (Go to page 5.)

b. The bulk-storage storekeeper tells the men sitting at his table during breakfast that they will probably run out of fresh milk next week. (Go to page 10.)

c. The Communications Officer tells his chief to cancel the division meeting scheduled for the next morning. (Go to page 7.)

d. The First Lieutenant sends a memo to the XO's yeoman, mentioning that the Weapons Officer's report will be 30 minutes late. (Go to page 12.)

Advantages of the Grapevine

1. It develops group identification and interest in work.

2. It supplements downward communication throughout the formal organization.

3. It provides an indirect means of implementing actions.

(Go to page 4.)

Select the statement that best describes advantages of the grapevine.

a. The grapevine develops group identification and interest in work, supplements downward communication throughout the formal organization, and provides an indirect means of implementing actions. (Go to page 6.)

b. The grapevine supplements upward communication in the formal organization, develops independence, and provides an indirect means of implementing actions. (Go to page 11.)

c. The grapevine develops the independence of the individual, provides a means of getting the "true stories" of military life to the press and the public, and provides good training for combat duty. (Go to page 9.)

d. The grapevine supplements downward communication in the formal organization and develops group identification and interest in work. It allows each man to hear the details he cannot find elsewhere. (Go to page 8.)

Your Answer:

An order comes down through the chain of command that all leaves for the coming weekend have been canceled.

If it is an order, then it is formal communication.

(Go back to page 1 and read the summary again. Then select a better answer from the choices on page 2.)

Your Answer:

The grapevine develops group identification and interest in work, supplements downward communication throughout the formal organization, and provides an indirect means of implementing actions.

This is correct.

(Go to page 14 and refer to it while listening to PART III of the tape.)

Your Answer:

The Communications Officer tells his chief to cancel the division meeting scheduled for the next morning.

This is not informal communication. The officer's message was a direct order. Remember, an oral message is not necessarily informal.

(Go to page 3 and refer to it while listening to PART II of the tape.)

Your Answer:

The grapevine supplements downward communication in the formal organization and develops group identification and interest in work. It allows each man to hear the details he cannot find elsewhere.

Not exactly. The grapevine may or may not provide details not available elsewhere. Moreover, this answer is incomplete. Remember that the grapevine also provides an indirect means of implementing actions.

(Go to page 14 and refer to it while listening to PART III of the tape.)

Your Answer:

The grapevine develops the independence of the individual, provides a means of getting the "true stories" of military life to the press and the public, and provides good training for combat duty.

Not one statement in this answer is correct. You need to review the advantages of the grapevine.

(Go back to page 3 and read the summary again. Then select a better answer from the choices on page 4.)

Your Answer:

The bulk-storage storekeeper tells the men sitting at his table at breakfast that they will probably run out of fresh milk next week.

Correct. This is informal communication. Remember that it is an example of informal communication stemming from social interactions of people within the organization.

(Go to page 3 and refer to it while listening PART II of the tape.)

Your Answer:

The grapevine supplements upward communication in the formal organization, develops independence, and provides an indirect means of implementing actions.

Your answer is incorrect. Thus far we have stated that an advantage of the grapevine is that downwar (and not upward) communication is supplemented. Also remember that it develops group identification, not individuality.

(Go to page 14 and refer to it while listening to PART III of the tape.)

Your Answer:

The First Lieutenant sends a memo to the XO's yeoman, mentioning that the Weapons Officer's report will be 30 minutes late.

This is not informal communication. A written memorandum constitutes formal communication.

(Go to page 3 and refer to it while listening to PART II of the tape.)

Your Answer:

Information carried on the grapevine is reliable and accurate, though uninteresting, and is transmitted more rapidly than formal communication.

Where did you get this idea? Actually, information on the grapevine should be taken with a grain of salt, but often it is readily accepted by the group because it is of immediate interest. Generally, but not necessarily, information on the grapevine is transmitted more rapidly than formal communication.

(Go back to page 17 and read the summary again. Then select a better answer from the choices on page 18.)

Advantages of the Grapevine (continued)

4. It supplements upward communication--the leader sorts out fact from feelings, truth from rumor, and interprets them.

5. It frequently provides an emotional safety valve because emotions can be expressed orally without fear of repercussion.

(Go to page 15.)

Select the statement that best describes advantages of the grapevine.

a. The grapevine gets vital information to those who would not receive it through formal channels and eliminates organizational "red tape."

b. The grapevine supplements upward communication, thus enabling a leader to sort out facts from feelings, truth from rumor, and to interpret them. It also functions as a safety valve in that it allows the men to blow off steam without fear of repercussion.

c. The grapevine functions as a safety valve in that it allows the men to express their emotions without fear of repercussion. Also, information passed over it is more credible because it is independent of the chain of command.

d. Information received over the grapevine is more credible because it is independent of the chain of command. It also provides instructions to the men on how to deal with certain officers.

(Now go to page 17 and refer to it as you listen PART IV of the tape.)

Your Answer:

Information carried on the grapevine is much more interesting than formal communication and is transmitted more rapidly.

Not exactly. Information on the grapevine may or may not be more interesting than formal communication. Secondly, even though speed of transmission is one advantage of the grapevine, it is not necessarily faster than formal communication.

(Go back to page 17 for review and then select a better answer from the choices on page 18.)

Advantages of the Grapevine (continued)

6. Information is transmitted rapidly (can have negative consequences).

7. Information is readily accepted by the group (can also have negative consequences).

(Go to page 18.)

Select the statement that best describes advantages of the grapevine.

a. Information carried on the grapevine is reliable and accurate, though uninteresting, and is transmitted more rapidly than formal communication. (Go to page 13.)

b. Information carried on the grapevine is much more interesting than formal communication and is transmitted more rapidly. (Go to page 16.)

c. Information carried on the grapevine is readily and unquestioningly accepted by the group; therefore, it always leads to negative consequences. (Go to page 19.)

d. Information on the grapevine is transmitted rapidly and is readily accepted by the group. (Go to page 22.)

Your Answer:

Information carried on the grapevine is readily and unquestioningly accepted by the group; therefore, it always leads to negative consequences.

You are on the right track, but your answer overstates the case. Information on the grapevine is readily accepted by the group because it is of immediate interest to them, but most people are aware of its fallibility. Further, it may or may not lead to negative consequences.

(Now go back to page 18 and select a better answer.)

Disadvantages of the Grapevine

1. It may be used to spead rumors, untruths, and distorted information.
2. It decreases the leader's control over the accuracy of the information, the direction in which it flows, and its impact.
3. It may be used irresponsibly.

(Go to page 21.)

Select the statement that best describes disadvantages of the grapevine.

a. There is no way for reliable information to enter the grapevine; it is used to spread rumors, untruths, and distorted information.

b. Occasionally incorrect information may slip into the grapevine undetected. This decreases the leader's control over its accuracy, the direction in which it flows, and its impact.

c. The grapevine decreases the leader's control over accuracy of the information, the direction in which it flows, and its impact; therefore, the information it carries may be untrue, distorted, or used irresponsibly.

d. Information carried by the grapevine may be totally true; however, this would not be a result of any control by the leader over its accuracy, the direction in which it flows, or its impact.

(Now go to page 24.)

Your Answer:

Information on the grapevine is transmitted rapidly and is readily accepted by the group.

These are two advantages of the grapevine. Remember that both of them can have negative consequences.

(Go to page 20 and refer to it while listening to PART V of the tape.)

Your Answer:

This example illustrates that the grapevine can be used to supplement downward communication and that information on it is transmitted rapidly and accepted readily.

Right. In this example, the Captain used the grapevine to supplement downward communication, and information was transmitted rapidly and accepted readily because it was of immediate interest to the crew.

(To continue, go to page 29.)

Characteristics of the Grapevine

The grapevine carries unofficial communications. It operates within a formal structure in upward, downward, or lateral directions.

Advantages of the Grapevine:

1. It develops group identification and interest in work.
2. It supplements downward communication.
3. It provides an indirect means of implementing actions.
4. It supplements upward communication.
5. It frequently provides an emotional safety valve.
6. Information is transmitted rapidly.
7. Information is readily accepted by the group.

Disadvantages of the Grapevine:

1. It may be used to spread rumors, untruths, and distorted information.
2. It decreases the leader's control over the accuracy of the information, the direction in which it flows, and its impact.
3. It may be used irresponsibly.

Misconception:

1. Due to distrust and fear or misunderstanding and misuse, some view the grapevine as a hinderance and undesirable.

(Go to page 25.)

Two seamen aboard a cruiser are brought to Captain's Mast for direct disobedience of orders and are sentenced to three days in the brig on bread and water. After administering punishment, the Captain turns to his Executive Officer and says in a loud voice: "I will not tolerate a repetition of this. The next time this occurs, they will be court-martialed." The Captain is well aware that he cannot prescribe punishment before the offense is actually committed, but he wants to communicate his feeling. The yeoman recording the proceedings immediately relays this statement to his buddies, and soon everyone on board knows how strongly the Captain feels about direct disobedience of orders.

Which advantages of the grapevine are illustrated in this example?

a. This example illustrates that the grapevine frequently provides an emotional safety valve and that information on it is transmitted rapidly. (Go to page 26.)

b. This example illustrates that the grapevine can be used to supplement upward communication and that it provides an indirect means of implementing actions. (Go to page 28.)

c. This example illustrates that the grapevine can be used to supplement downward communication and that information on it is transmitted rapidly and accepted readily. (Go to page 23.)

d. This example illustrates that the grapevine develops group identity and interest in work and that information on it is accepted readily. (Go to page 27.)

Your Answer:

This example illustrates that the grapevine frequently provides an emotional safety valve and that information on it is transmitted rapidly.

You are partly right. This example does illustrate that information on the grapevine is transmitted rapidly, but it does not illustrate the use of the grapevine as an emotional safety valve. Moreover, this answer is incomplete.

(Now go back to page 25 and select a better answer.)

Your Answer:

This example illustrates that the grapevine develops group identity and interest in work and that information on it is accepted readily.

You are partly right. The example does illustrate that information on the grapevine is readily accepted, but it does not illustrate that the grapevine develops group identity and interest in work. In addition, this answer is incomplete.

(Go back to page 24 for review and then select a better answer from the choices on page 25.)

Your Answer:

This example illustrates that the grapevine can be used to supplement upward communication and that it provides an indirect means of implementing actions.

Although your answer contains two advantages of the grapevine, the example illustrates neither of them.

(Go back to page 24 for review and then select a better answer from the choices on page 25.)

During a cold-weather exercise in Alaska, the "enemy" forces used propaganda for the purpose of creating panic among the opposing forces. They distributed a few leaflets on the hazards of the "snow worm" without specifying the source of the leaflet. The leaflet stated that all personnel who had drunk water melted from the snow should report to a sick bay within 24 hours or they would be subject to a debilitating disease caused by the snow worm. Only a few men read the leaflet before the false information spread like wildfire via the grapevine. Shortly the entire opposing force lined up at sick bay and the exercise was called off. The "enemy" won without firing a shot.

Which of the following is the most complete explanation for the "enemy's" successful propaganda campaign?

a. Knowing full well that information of immediate interest would be readily accepted by the men, the "enemy" used the grapevine irresponsibly to spread untruths.

b. Knowing full well that information of immediate interest would be readily accepted by the men, the "enemy" used the grapevine to spread untruths and to decrease the opposing leader's control over the accuracy of the information, the direction in which it flowed, and its impact.

c. The "enemy" used the grapevine irresponsibly to decrease the leader's control over the accuracy of the information, the direction in which it flowed, and its impact.

(Now go to page 32 and refer to it as you listen to PART VI of the tape.)

Your Answer:

LCDR Howe uses the grapevine to find out what is being said about him.

No, this is not correct. There is no indication that the commander is trying to find out what is being said about him.

(Go back to page 32 and read the summary again. Then choose a better answer from the choices on page 33.)

Your Answer:

LCDR Howe uses the grapevine to find out who is responsible for the failure to follow his instructions on conservation of fresh water.

Where did you get this idea? There is no basis for this assumption, and even if it were ture, it is not a description of an advantage of the grapevine.

(Go back to page 32 and read the summary again. Then choose a better answer from the choices on page 33.)

Effective Use of the Grapevine

1. The leader must first "listen in" on content.
2. Then he can use the grapevine to:
   a) Determine potential leaders.
   b) Keep men informed by supplying factual information.

(Go to page 33.)

LCDR Howe, the XO, issues an instruction on the conservation of fresh water. A few days later he learns that some of the divisions are not following the instructions carefully. LCDR Howe decides that he should supplement his written instructions through the grapevine. He does this by intentionally mentioning to the CMAA why it is necessary to conserve the fresh water and the possible consequences of not doing so.

Which of these statements <u>best</u> describes an advantage of the grapevine used by LCDR Howe?

a. LCDR Howe uses the grapevine to find out what is being said about him. (Go to page 30.)

b. LCDR Howe uses the grapevine to find out if his formal instructions are being obeyed. (Go to page 34.)

c. LCDR Howe uses the grapevine to find out who is responsible for the failure to follow his instructions on conservation of fresh water. (Go to page 31.)

d. LCDR Howe is using the grapevine to supplement his formal instructions by relaying additional information through the grapevine. (Go to page 35.)

Your Answer:

LCDR Howe uses the grapevine to find out if his formal instructions are being obeyed.

It is conceivable that this is what the commander did, but we have no way of knowing it for sure. Moreover, your answer is not a description of an advantage of the grapevine.

(Go back to page 33 and select a better answer.)

Your Answer:

LCDR Howe is using the grapevine to supplement his formal instructions by relaying additional information through the grapevine.

Precisely! Having found out that his formal instructions are not being implemented by some divisions, LCDR Howe supplements them by relaying additional information through the grapevine.

(Go to page 38 and refer to it while listening to PART VII of the tape.)

Your Answer:

The Battalion Officer should call a meeting of the company officers and have them pass on the word to the midshipmen.

No, this is not the best way of handling the situation. A more direct, personal approach to transmitting the message should be used instead of the chain of command.

(Now go back to page 41 and select the correct answer.)

Your Answer:

The Battalion Officer should send a memo on the matter to the MIDN Battalion Commander and the MIDN Company Commander.

No, this is not the best way of handling this situation. Sending a memo is a formal way of communicating, and in this case the use of the informal communication network is preferable.

(Go back to page 40 for review and then select a better answer from the choices on page 41.)

Effective Use of Grapevine

After listening to its content, the leader can then use it:

1. To unofficially ascertain the actions taken on the formally transmitted messages
2. To test with those under his command his own credibility or that of the formal system
3. To test ideas or lay groundwork for future programs

(Go to page 39.)

The following is an example of the grapevine being used to advantage.

The Captain thinks that liberty hours at the next port should be changed from 1430-2400 to 1700-0300 so that liberty will correspond with the bus schedules for the piers. If the hours are not changed, the men will have to spend 45 minutes of their liberty time waiting for the bus. He mentions his idea to a few of the men and allows it to go through the grapevine.

Which of these statements <u>best</u> describes why the Captain used this approach?

a. The Captain wants to see if the men think that changing the liberty hours is a good idea before he formally announces it.

b. The Captain wants to present his idea to the men anonymously because he has to keep up his "tough guy" image.

c. The Captain wants to test the credibility of the formal system.

d. The Captain wants to test his own credibility with the men.

(Now go to page 40.)

Effective Use of Grapevine

1. The leader must listen to its content.
2. The leader can use the grapevine to:
   a) Determine potential leaders
   b) Keep men informed by supplying correct factual information
   c) Verify unofficially the formally transmitted messages
   d) Test his own credibility or that of the formal system
   e) Test ideas or lay groundwork for future programs

(Go to page 41.)

The following is a description of a situation in which a possibility exists for the leader to utilize effectively the informal communication network.

In order to stimulate interest in the Operation Information Program that is carried out over the Christmas holidays, the Academy staff met and recommended to the Superintendent that midshipmen selected for the program have their Christmas leave extended by a week. To get the widest circulation possible, it was agreed that this recommendation would be released into the grapevine before the issue of the official notice.

Which of the following statements describes the best way to handle the situation?

a. The Battalion Officer should call a meeting of the company officers and have them pass on the word to the midshipmen. (Go to page 36.)

b. The Battalion Officer should eat several meals in Bancroft, sitting at a different table during each meal, and discuss the program. (Go to page 42.)

c. The Battalion Officer should send a memo on the matter to the MIDN Battalion Commander and the MIDN Company Commander. (Go to page 37.)

Your Answer:

The Battalion Officer should eat several meals in Bancroft, sitting at a different table during each meal and discuss the program.

Yes, that is right. This is the most effective way of utilizing the grapevine in this situation.

(Now go to page 44 and read it as you listen to PART VIII of the tape.)

Your Answer:

Insecurity and a desire for wish fulfillment

Your answer is incomplete and partly incorrect. It is true that in spreading the rumor Marshall was fulfilling his desire for misfortune to befall the chief, but remember that Marshall had come to hate the chief, so malice instead of insecurity was the other reason.

(Go to page 53 and refer to it while listening to PART X of the tape.)

Rumors

Rumors are unverified communications from an unknown source that circulate along the grapevine. The information they contain may be completely true, partly true, or totally false.

(Go to page 45.)

Select the best definition of the term rumors.

a. Rumors are untruths that are spread through the grapevine. They may be acted upon by those who hear them.

b. Rumors are statements that are passed down the formal system to correct the lies in the grapevine.

c. Rumors are unverified statements passed along the grapevine; the information they contain may be completely true, partly true, or totally false.

d. Rumors are statements carried by the grapevine that may be acted upon by the men.

(Now go to page 47 and refer to it as you listen to PART IX of the tape.)

Your Answer:

In order to appear very knowledgeable about the ship

No, this is not why Marshall started the rumor. It is unlikely that he would spread a rumor like this to appear knowledgeable about the ship.

(Go back to page 47 and read the summary again. Then select a better answer from the choices on page 48.)

Why People Start Rumors

1. Malice
2. Anxiety
3. Insecurity
4. Desire for wish fulfillment

(Go to page 48.)

The following is a description of how a rumor begins.

SN Marshall has been caught loafing several times, so Chief Lane has given him extra instruction. Marshall has come to hate the chief and longs for some misfortune to befall him. Marshall spreads the word that Chief Lane's wife is going with an officer in another command.

Which of the following is the most complete explanation of why Marshall started the rumor?

a. Insecurity and a desire for wish fulfillment (Go to page 43.)

b. Anxiety and insecurity (Go to page 49.)

c. In order to appear very knowledgeable about the ship (Go to page 46.)

d. Malice and a desire for wish fulfillment (Go to page 50.)

Your Answer:

Anxiety and insecurity

SN Marshall may very well be an anxious and insecure person, but that is not the most complete explanation of why he started the rumor. Think about his feelings and thoughts towards Chief Lane as you select a better answer.

(Now go back to page 48.)

Your Answer:

Malice and a desire for wish fulfillment

These are the two reasons why Marshall spread the rumor.

(Go to page 53 and refer to it while listening to PART X of the tape.)

Your Answer:

Rumors spread because of rivalries between officers and subordinates and because of too much idle time.

Where did you get this idea? This is not the best explanation of how rumors spread.

(Go back to page 55 and read the summary again. Then select a better answer from the choices on page 56.)

Your Answer:

Rumors spread in proportion to the uncertainty of the situation and to the importance of the information carried on the grapevine.

This is totally correct.

(To continue, go to page 59.)

Why People Start Rumors (continued)

5. Desire to apply pressure to the leader
6. Desire to "smoke out" truth
7. Lack of credibility in superiors
8. Weakness of the formal system (subordinates cannot get answers)

(Go to page 54.)

The following is a description of how a rumor begins.

The crew of a ship going out of commission learns that the Captain, who is well liked, is going to be given command of a new ship going into commission. They also hear that he will have an opportunity to select certain key members to be part of precommissioning detail. Immediately rumors begin circulating as to who the favorites are who will get to go.

Which of the following is the best explanation of why the rumor started?

a. To apply pressure to the leader and to "smoke out" the truth

b. Lack of credibility in superiors

c. Malice and anxiety

d. Desire for wish fulfillment

(Now go to page 55 and refer to it as you listen to PART XI of the tape.)

How to Prevent the Spread of Rumors

1. Provide as much accurate, timely information as possible because rumors spread in proportion to the uncertainty and ambiguity of the situation.

2. Keep the subordinates informed of all vital facts, because rumors spread in proportion to the importance of the information carried.

(Go to page 56.)

Select the statement that best explains how rumors spread.

a. Rumors spread because of rivalries between officers and subordinates and because of too much idle time.
(Go to page 51.)

b. Rumors spread in proportion to the effectiveness of a leader. (Go to page 57.)

c. Rumors spread in proportion to the uncertainty of the situation and to the importance of the information carried on the grapevine.
(Go to page 52.)

d. Rumors spread in proportion to the quantity of the information carried on the grapevine.
(Go to page 58.)

Your Answer:

Rumors spread in proportion to the effectiveness of a leader.

There is a lot of truth in this statement, but it is not the best explanation of how rumors spread. Even a highly successful leader cannot always provide full information and clarify every ambiguity.

(Go back to page 56 and select a better answer.)

Your Answer:

Rumors spread in proportion to the quantity of the information carried on the grapevine.

This is incorrect. The quantity of information on the grapevine does not influence the spread of rumors. Rather, the spread is influenced by uncertainty and the lack of factual, timely and pertinent information.

(Now go back to page 56 and select the correct answer.)

Characteristics of Rumors

Rumors are unverified communications circulated along the grapevine. The information they contain may be completely true, partly true, or totally false.

Why People Start Rumors

1. Malice
2. Anxiety
3. Insecurity
4. Desire for wish fulfillment
5. Desire to apply pressure to the leader
6. Desire to "smoke out" the truth
7. Lack of credibility in superiors
8. Weakness of the formal system

How to Prevent the Spread of Rumors

Rumors begin as a result of missing information and flourish in proportion to the uncertainty of the situation and to the importance of the information carried on the grapevine. Therefore the leader should reduce uncertainty whenever possible and keep the subordinates informed of all vital facts.

(Go to page 60.)

Keep in mind the methods of preventing rumors as you read the following example.

The Supply Officer of a ship that has two ship's stores wishes to find out how many men use each store. If the volume of customers in one is noticeably greater than in the other, he will consider reassigning some men and/or changing the hours of operation. He explains his ideas to the petty officers in charge of the stores and tells them to keep a daily count of customers by hours for the next 30 days. Within a week, there are many wild rumors going around--one of the ship's stores is going to close; the hours of operation are going to be curtailed; personnel will be limited to a certain number of purchases; the number of items carried is being decreased.

Which of the following would have been the most effective way for the Supply Officer to implement his ideas without starting rumors?

a. He should have announced his plans at a weekly department heads' meeting.

b. He should have published a complete explanation of his plans in the POD.

c. He should have requested permission to pass the word over the 1MC on what he was planning to do.

d. Both a and b above

(Now go to page 63 and refer to it as you listen to PART XII of the tape.)

Your Answer:

To combat rumors, transmit factual information formally and try to find the cause of the rumors.

This is correct but incomplete. Information should be transmitted informally as well, and part of the leader's job is to ensure that subordinates are kept informed.

(To continue, go to page 67 and refer to it while listening to PART XIII of the tape.)

Your Answer:

To combat rumors, trace them to the source and reprimand whoever started them.

This is incorrect and incomplete. Occasionally the party responsible for starting rumors should be reprimanded, but not always. Also there are two other techniques for combating rumors that are not discussed in your answer.

(Go back to page 63 and read the summary again. Then choose a better answer from the choices on page 64.)

Techniques to Combat Rumors

1. Determine the cause of the rumors.
2. Keep subordinates informed.
3. Transmit factual information formally and informally.

(Go to page 64.)

Select the statement that best describes the techniques considered effective in combating rumors.

a. To combat rumors, transmit factual information through the grapevine so that subordinates will feel self-confident and secure. (Go to page 65.)

b. To combat rumors, trace them to the source and reprimand whoever started them. (Go to page 62.)

c. To combat rumors, determine their cause, keep subordinates informed, and transmit factual information formally as well as informally. (Go to page 66.)

d. To combat rumors, transmit factual information formally and try to find the cause of the rumors. (Go to page 61.)

Your Answer:

To combat rumors, transmit factual information through the grapevine so that subordinates will feel self-confident and secure.

This is incorrect. For one thing, there is more to making a subordinate feel secure than transmitting factual information. Secondly, the other part of the technique to combat rumors involves determining why and how they got started.

(Now go back to page 64 and select a better answer.)

Your Answer:

To combat rumors, determine their cause, keep subordinates informed, and transmit factual information formally as well as informally.

This statement is completely correct.

(Go to page 67 and refer to it while listening to PART XIII of the tape.)

Techniques to Combat Rumors (continued)

4. Acknowledge and bring existing rumors out into the open through:

   a. The public address system

   b. Newspapers and bulletins

   c. Face-to-face interaction

5. Circulate informally and discuss what is going on within the organization.

(Go to page 68.)

Select the statement that best describes techniques considered effective in combating rumors.

a. To combat rumors, circulate informally and discuss what is going on within the organization.

b. To combat rumors, do not bring them into the open where they can spread further. Ignore them, and they will die a natural death.

c. To combat rumors, bring them out into the open by means of the PA system, newspapers, bulletins, or face-to-face interaction.

d. To combat rumors, acknowledge their existence and bring them out into the open. Also circulate informally and discuss what is going on in the organization.

(Now go to page 70 and refer to it as you listen to PART XIV of the tape.)

Your Answer:

To combat rumors, develop and maintain high credibility as a leader.

This is not the whole story. Remember also to use the grapevine as a feedback mechanism for the close monitoring of group attitudes.

(To continue, go to page 73.)

Techniques to Combat Rumors (continued)

6. Use the grapevine as a feedback mechanism for the close monitoring of group attitudes.

7. Develop and maintain high credibility as a leader.

(Go to page 71.)

Select the statement that best describes techniques considered effective in combating rumors.

a. To combat rumors, develop and maintain high credibility as a leader. (Go to page 69.)

b. To combat rumors, expose the sources of the information and have the responsible party appear at the officers' weekly staff meeting to explain. (Go to page 75.)

c. To combat rumors, use the grapevine for monitoring group attitudes. (Go to page 76.)

d. To combat rumors, maintain high credibility as a leader and pay close attention to the grapevine as a feedback mechanism for group attitudes. (Go to page 72.)

Your Answer:

To combat rumors, maintain high credibility as a leader and pay close attention to the grapevine as a feedback mechanism for group attitudes.

This is perfectly correct. These are the techniques considered effective in combating rumors.

(Now go to page 73.)

Techniques to Combat Rumors

1. Determine the cause of the rumors.
2. Ensure that subordinates are secure in their positions.
3. Transmit factual information formally and informally.
4. Acknowledge and bring existing rumors out into the open through:
   a) The public address system
   b) Newspaper and bulletins
   c) Face-to-face interaction
5. Circulate informally and discuss what is going on within the organization.
6. Use the grapevine as a feedback mechanism for close monitoring of group attitudes.
7. Develop and maintain high credibility as a leader.

(Go to page 74.)

In reading the following example, keep in mind effective techniques for combating rumors.

The new CO of a destroyer has been on board for two months and has determined that the poor morale of the crew is being further undermined by rumors circulating throughout the ship.

Which of the following is the best solution to the problem?

a. The CO should take time at the weekly officers' meeting to discuss and analyze rumors circulating through the grapevine.

b. At the weekly officers' meeting the CO should ask the officers to bring up rumors of which they are aware and then discuss them. He should then initiate a newsletter to include answers to any circulating rumors. He should further instruct his officers to keep the men better informed.

c. The CO should instruct his officers to determine the individuals primarily responsible for the rumors and then warn them that they could be assigned extra duty.

(Now go to page 77.)

Your Answer:

To combat rumors, expose the source of the information and have the responsible party appear at the officers' weekly staff meeting to explain.

By exposing the source of the information you would be doing more harm than good. Also the officers' weekly staff meeting is not where the responsible party should be confronted.

(Go back to page 70 and read the summary again. Then go to page 71 and choose a better answer.)

Your Answer:

To combat rumors, use the grapevine for monitoring group attitudes.

This is correct but incomplete. Remember that rumors can also be combated by maintaining high credibility as a leader.

(Now go to page 73.)

This is the end of Part Four, Segment VI.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART FOUR

ACHIEVING EFFECTIVE COMMUNICATION

Segment VI

Informal Communication

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

INFORMAL COMMUNICATION

PROGRESS CHECK

Question 1.

A ship has been at sea for three weeks simulating wartime conditions in enemy waters. The crew is fatigued and grumbling. The ship is scheduled to leave the operating area early Thursday morning and transit back to port arriving late Friday afternoon (around 1700). During transit to port, the ship holds ISE (Independent Ship's Exercises) all day Thursday, and most of Friday. Friday morning a notice appears in the Plan of the Day which states that there will be a personnel inspection for all hands at 0900 Saturday morning. After making port, and the evening meal, several of the men are busy in the berthing compartments getting ready for the Saturday inspection. One man asks another if he is going on liberty after inspection. The second man replies, "How can anyone go on liberty. We've spent three weeks holding exercises and I've got a heck of a lot of work to get done. I think the skipper is nuts! The least he could have done is let us get some of our departmental work done en route to port instead of holding those stupid exercises."

Choose from the statements below the one which best describes the probable outcome of the informal communication above.

a. This irresponsible comment will soon be communicated upwards. When it is, the man will undoubtedly be placed on report.

b. Such informal communication merely provides an emotional safety valve, as the man expressed his emotions without the fear of any repercussions.

c. Such distorted information will start a rumor and soon many of the crew will believe that the Captain is mentally unstable.

d. All of the above

Question 2.

Which of the following statements is an example of informal communication?

a. A written message of thanks is received by the Captain from the Chamber of Commerce of the city of Tampa, Florida, thanking him for having participated in their celebration of Armed Forces Day.

b. One ensign mentions to another in the wardroom that the ship will be visiting New Orleans during the Mardi Gras, and that the officers will attend the formal inauguration ball.

c. The leading petty officer of a department informs a seaman that he will have to remain after liberty call and help with the repair of some equipment.

d. None of the above

Question 3.

Which of the following statements most correctly defines the term "grapevine"?

a. An unstable channel of communication within an organization over which reliable information of high interest to the sender and receiver is transmitted.

b. A fairly stable informal channel of communications within an organization over which rumors, or other informal and unofficial communications of high interest to the sender and the receiver, are transmitted.

c. A channel of communication whereby people can identify with a group, and pass information of high interest to each other.

Question 4.

The Commanding Officer of a ship feels that he can enhance the morale of his men by having weekly leadership meetings with the leading petty officers from each department. The only time available to hold the meetings is on Saturday mornings, or some evenings after normal working hours. He would like to know how the petty officers feel about such a program, and what ideas they might have which would assist him in setting it up.

Which of the following paragraphs most correctly specifies the way in which the Commanding Officer should use the informal communication network to accomplish his objectives?

a. The Commanding Officer should forward a memo to his department heads asking their comments and recommendations on the new program, allowing the grapevine to carry this information to the petty officers. There will be no problem in the Captain getting feedback on his proposal, as the leading petty officers within each department will be quick to act once hearing the word.

b. The Commanding Officer should ask a couple of the leading departmental petty officers what they think of his proposal, and ask them to sound out the others. Once the word has been passed along the grapevine, the Commanding Officer can judge from the feedback whether or not he should implement such a program.

c. The Commanding Officer should call an informal meeting of the petty officers to present the idea, to avoid distortion by the grapevine. He then can utilize feedback along the grapevine to identify the poor leaders who are interfering with the morale of the crew.

d. None of the above

Question 5.

An order has been put out aboard a ship requiring all men to maintain a full sea bag aboard at all times. One Division Officer notices, however, that his men are slow in complying with the order. He overhears one of his men telling another that there just isn't enough room on board to store his clothing. Furthermore, he says he doesn't care what the Captain wants, and he just won't comply with nonsensical orders.

Which one of the following paragraphs describes the best way in which the Division Officer should utilize the informal communication network to get compliance with the order?

a. Since the grapevine has a tendency to destroy information and people like to flout authority in front of their peers, the Division Officer should just ignore what he has overheard. He knows full well that the man has every intent of complying with the order, but doesn't want his shipmates to know this.

b. The Division Officer should casually pass the word about this problem upward along the grapevine, so that the Commanding Officer will get feedback. Thus the ridiculous order will be rescinded or modified.

c. Having utilized the grapevine to learn of the situation, the Division Officer should go to his reliable source in the division and have them put out the word which the Captain passed in the wardroom, that the Commanding Officer is going to require that each department hold a bag inspection in about a week. Since each man knows that he will have to account for all of his clothing at that time, the situation should soon be corrected.

Question 6.

A destroyer has been deployed and on station for four months. The men anticipated remaining on station for only three months when they deployed. The men are getting restless and irritable. None of them can think of a logical reason for the ship remaining on station after the normal three months.

Which of the following statements best describes the method that should be used to prevent the formation and spreading of rumors?

a. The Commanding Officer should ensure that his men are informed as to why the ship is remaining on station beyond the normal three month period.

b. The officers should circulate among the men to spot the grumblers and rumormongers, and any found should be called in for a dressing down.

c. Operations of ships are always subject to change, and this is something that the men will have to get used to. The men should be regularly informed of this fact.

d. On the occurrence of a rumor, the public address system should be used to acknowledge its existence, and deny its validity.

Question 7.

Which of the following is a correct definition of rumor?

a. Unverified communication which may be acted upon whether highly accurate or totally inaccurate; rumors are usually spread by the busybodies in the organization.

b. Official communication circulated along the grapevine which may be acted upon; it supplements an organization's weak formal system.

c. Unverified communication from an unknown source passed along the grapevine; the information contained may be completely true, partly true, or totally false.

d. None of the above

Question 8.

Which of the following statements correctly identifies the principle governing the spread of rumors?

a. Rumors spread in proportion to the ambiguity of the situation and the importance of the information carried on the grapevine.

b. Rumors circulate along the grapevine at a rate independent of accuracy but are acted upon in proportion to their credibility.

c. Rumors travel over a fairly stable informal channel within an organization, rapidly spreading unofficial communications of high interest to the sender and receiver alike.

d. Rumors tend to spread laterally or downward at a rate proportional to their cause, and to a degree proportional to their credibility.

Question 9.

A ship is on weekly operations out of its home port and completes its scheduled exercises with local aircraft a day early. The Commanding Officer of the ship requests permission from the Flotilla Commander to remain on station to conduct ISE (Independent Ship's Exercises). The Flotilla Commander grants the ship's request and the ship commences its ISE. One of the radiomen tells some of the men at the noon meal that the reason the ship is remaining on station conducting ISE is not because they have to, but because the Captain wants to make points with the "Big Boys."

Which of the following statements best describes the steps the Commanding Officer should take to effectively combat the rumors which have started?

a. Investigate to find out who started the rumor and have the guilty radioman under threat of mast punishment; pass the word that he was mistaken.

b. Use the grapevine as a feedback mechanism for close monitoring of the crew's attitudes since the rumors carry a message for him.

c. Acknowledge and bring the existing rumors out into the open by announcing over the public address system why he has requested that the ship remain on station to conduct ISE.

d. The Captain should circulate informally and put out the word that the ISE was ordered by the Flotilla Commander.

Question 10.

LT Short is assigned to an inland ammunition depot for his first shore duty station. Located in a remote area, the depot employs a large number of local civilians. Upon arrival, the first thing LT Short hears from his small section is the rumor that the depot is going to be phased down to caretaker status in the next six months. This rumor is reinforced by the fact that a number of employees have been recently released from their jobs.

Which statement outlines the most appropriate steps LT Short should take to combat the rumor?

a. He should energetically assume his new duties, acknowledging that he has heard the rumor but informing his subordinates that he knows the rumor is not true and that he will keep them informed of any new developments. To make the denial official, he should also publish a memo to that effect.

b. He should insure that he initially establishes and continues to maintain high credibility as a leader. He should make a concerted effort to insure that his subordinates feel secure and should keep them informed, circulating informally to discuss what is going on within the organization. In addition, he should use the grapevine as a feedback mechanism for close monitoring of group attitudes.

c. He should first circulate informally among his subordinates to determine the cause of the rumor and to identify the rumor-mongers. He should then discuss with them what is going on within the organization. Lastly, he should use the grapevine as a feedback mechanism for close monitoring of group attitudes.

d. In order to establish and maintain high credibility as a leader, he should strongly deny the rumor over the public address system and make it clear that spreading unverified information will not be tolerated. He should then circulate informally to spot any trouble makers within the organization.

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Four SEGMENT VI

REMEDIATION TEXT Audio Script (IHHATS)

ITEM	ANSWER	REMEDIATION REFERENCE
1	b	Pages 1-4
2	b	Pages 1-2
3	b	Pages 1-2
4	b	Pages 3-6
5	c	Pages 8-9
6	a	Pages 10, 16-19
7	c	Page 10
8	a	Pages 11-15
9	c	Pages 16-19
10	b	Pages 16-19
11		
12		
13		
14		
15		

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART FOUR

ACHIEVING EFFECTIVE COMMUNICATION

Segment VII

Communication Under Battle Situations

Intrinsically Programed Booklet

(HMIPB)

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

FOREWORD

"Talk that does not end in any kind of action is better suppressed altogether."

Carlyle

Discussion of the subject of communication in the past six segments has been rather comprehensive. It remains now to cover communication as it relates to the most critical area in which it will be used: BATTLE SITUATIONS

Segment VII will cover:

- Positive and negative characteristics of fear
- Analysis of battle situations, and selection of communication alternatives to fit situations
- Issuance of orders under stress
- Requiring feedback under stress
- Prevention of confusion

The importance of communicating while under the stress of battle is obvious. A leader will succeed or not succeed in battle as a direct result of his ability to communicate under battle conditions.

Segment VII uses the media of either audiotape or audio script and an intrinsically programed booklet.

COMMUNICATION UNDER BATTLE SITUATIONS

(If you have an audiotape, listen to PART I before reading this page.

If you do not have an audiotape, begin on page *ii* of the Audio Script for this segment.)

Stress

Stress is defined as the state of a person in any threatening situation where a readily available means of reducing the threat does not exist.

(Go to page 2.)

Which of these statements correctly defines stress?

a. Stress is defined as the state of a person in any threatening situation in which he tries to reduce the threat. (Go to page 3.)

b. Stress is defined as the state of a person in daily, routine situations with no readily available means of reducing threats. (Go to page 7.)

c. Stress is defined as the state of a person in any threatening situation with no readily available means of reducing the threat. (Go to page 10.)

Your Answer:

Stress is defined as the state of a person in any threatening situation in which he tries to reduce the threat.

The first part of this statement is correct. However, the person in a stressful situation cannot reduce the threat because no readily available means for reducing it exists.

(Go to page 8 and refer to it while listening to PART II of the tape.)

Negative Characteristics of Fear (continued)

4. Fear increases as frustration increases.

5. Fear may lead to exhaustion, in which state the person is incapable of doing anything rational and goal-directed.

(Go to page 5.)

Let's continue with the same example.

One of the crew members aboard the small landing ship has been so disturbed by the three-day storm that he has had very little sleep. For three days he has performed all assigned duties in a normal manner. On the fourth day, however, he refuses to get out of his bunk and has to be admitted to sick bay. Furthermore, the Executive Officer is having serious problems navigating the ship. He has been unable to take any celestial sightings, and the LORAN equipment has been inoperative since the storm began. The only information on their present location has been obtained by DR-plotting, and the information indicates the ship is in the vicinity of shallow waters. The Executive Officer becomes very irritated with the electronics technician and holds him personally responsible for the inoperative LORAN equipment. He looks around frantically and bursts out to the QMC, "I just know we're going to be grounded any minute!"

Select the statement that <u>best</u> describes the negative characteristics of fear portrayed in this example.

a. The crew member who refuses to get out of his bunk is demonstrating that fear can lead to exhaustion, a state in which the person is incapable of doing anything rational and goal-directed. The behavior of the Executive Officer is an example of chronic fatigue that has slowed down his mental processes. (Go to page 13.)

b. The crew member who refuses to get out of his bunk is displaying chronic fatigue that has slowed down his mental processes. The behavior of the Executive Officer is an example of fear that increases as frustration increases. (Go to page 11.)

c. The crew member who refuses to get out of his bunk is demonstrating that fear can lead to exhaustion, a state in which the person is incapable of doing anything rational and goal-directed. The behavior of the Executive Officer is an example of fear that increases as frustration increases. (Go to page 9.)

d. The crew member who refuses to get out of his bunk is displaying chronic fatigue that has slowed down his mental processes. The behavior of the Executive Officer is an example of avoidance behavior. (Go to page 15.)

Once again, here is our example of the small landing ship at sea during a violent storm.

The storm has been going on for three days, and the stress is beginning to take its toll on the crew. Everyone's temper is flaring up for no apparent reason, and the OOD is having difficulty in directing the operations. In fact, his orders are imprecise, and he occasionally issues one that has already been carried out.

Select the statement that <u>best</u> describes the negative characteristics of fear in this example.

a. The crew members are exhibiting a generalized anger and irascibility while the OOD is displaying avoidance behavior.

b. The crew members are exhibiting a generalized anger and irascibility while the OOD is displaying chronic fatigue.

c. The crew members are exhibiting chronic fatigue while the OOD is displaying avoidance behavior.

(Go to page 4 and refer to it while listening to PART III of the tape.)

Your Answer:

Stress is defined as the state of a person in daily, routine situations with no readily available means of reducing threats.

The second part of this statement is correct. However, an important qualifying phrase is omitted from the first part. The situation must be a threatening one, not a daily, routine one.

(Go to page 8 and refer to it while listening to PART II of the tape.)

Negative Characteristics of Fear

1. A generalized anger and irascibility
2. Chronic fatigue
3. Avoidance behavior

(Go to page 6.)

Your Answer:

The crew member who refuses to get out of his bunk is demonstrating that fear can lead to exhaustion, a state in which the person is incapable of doing anything rational and goal-directed. The behavior of the Executive Officer is an example of fear that increases as frustration increases.

This statement describes the two negative characteristics of fear portrayed in this example.

(Go to page 14 and read it while listening to PART IV of the tape.)

Your Answer:

Stress is defined as the state of a person in any threatening situation with no readily available means of reducing the threat.

This statement correctly defines stress.

(Go to page 8 and refer to it while listening to PART II of the tape.)

Your Answer:

The crew member who refuses to get out of his bunk is displaying chronic fatigue that has slowed down his mental processes. The behavior of the Executive Officer is an example of fear that increases as frustration increases.

You correctly identified the negative characteristics of fear displayed by the Executive Officer, but the crew member is showing more than chronic fatigue. His behavior indicates that he has reached the point of exhaustion, a state in which he is incapable of doing anything rational and goal-directed.

(Go to page 14 and read it as you listen to PART IV of the tape.)

A battalion of Marines is embarked in a ship of an amphibious task force. It is the night before landing on a hostile shore, and the men are running a final check on their personal equipment. There are several rugged individualists in the group, but tonight a spirit of camaraderie prevails. Throughout the operation, there is boisterous talk and excessive clowning around.

What positive characteristics of fear are indicated in this example?

a. Fear makes people seek the company of others and increases the cohesiveness of a group.

b. Fear increases the cohesiveness of a group and stimulates communication.

c. Fear makes people seek the company of others and stimulates communication.

d. Fear makes people seek the company of others, increases the cohesiveness of a group, and stimulates communication.

(Go to page 16.)

Your Answer:

The crew member who refuses to get out of his bunk is demonstrating that fear can lead to exhaustion, a state in which the person is incapable of doing anything rational and goal-directed. The behavior of the Executive Officer is an example of chronic fatigue that has slowed down his mental processes.

You correctly identified the negative characteristics of fear displayed by the crew member. However, the behavior of the Executive Officer is not an example of chronic fatigue, for there is no evidence that his mental processes have been slowed down. Rather, his behavior is an example of fear tnat increases as frustration increases.

(Go to page 14 and read it while listening to PART IV of the tape.)

Positive Characteristics of Fear

1. It makes people seek the company of others.
2. It increases the cohesiveness of a group.
3. It stimulates communication.

(Go to page 12.)

Your Answer:

The crew member who refuses to get out of his bunk is displaying chronic fatigue that has slowed down his mental processes. The behavior of the Executive Officer is an example of avoidance behavior.

Your answer is incorrect. The negative characteristics of fear displayed by the crew member show more than chronic fatigue. His behavior indicates that he has reached the point of exhaustion, a state in which he is incapable of doing anything rational and goal-directed. Nor is the Executive Officer exhibiting avoidance behavior. Rather, his behavior is an example of fear that increases as frustration increases.

(Go to page 14 and read it while listening to PART IV of the tape.)

Stress

Stress, which is defined as the state of a person in any threatening situation where a readily available means of reducing the threat does not exist, may be manifested by fear, which has both negative and positive characteristics.

Negative Characteristics of Fear

1. A generalized anger and irascibility
2. Chronic fatigue
3. Avoidance behavior
4. Increases as frustration increases
5. Leads to exhaustion, a state in which the person is incapable of doing anything rational or goal-directed

Positive Characteristics of Fear

1. It makes people seek the company of others.
2. It increases the cohesiveness of a group.
3. It stimulates communication.

(Go to page 17.)

A ship at General Quarters is cruising in hostile waters with attack probable. The OOD barks out orders in an angry, impatient manner, even though the bridge team has performed well. Meanwhile, the damage control party is standing by and is engaging in loud and frivolous conversation.

Which of these statements best describes the characteristics of fear illustrated in this example?

a. The OOD is exhibiting a generalized anger and irascibility, while the damage control party is demonstrating that fear stimulates communication. (Go to page 25.)

b. The OOD is exhibiting avoidance behavior, while the damage control party is demonstrating that fear stimulates communication. (Go to page 21.)

c. The behavior of the OOD illustrates that fear increases as frustration increases, while the damage control party is demonstrating that fear increases the cohesiveness of a group. (Go to page 24.)

d. The OOD is exhibiting a condition just prior to exhaustion, a state in which the person is incapable of doing anything rational or goal-directed, while the damage control party is demonstrating that fear makes people seek the company of others. (Go to page 18.)

Your Answer:

The OOD is exhibiting a condition just prior to exhaustion, a state in which the person is incapable of doing anything rational or goal-directed, while the damage control party is demonstrating that fear makes people seek the company of others.

How did you arrive at this conclusion? In the first place, there was never any mention made of a state prior to exhaustion. In the second place, the damage control party has no choice about staying together, for they are on stand-by status. Therefore, they are not demonstrating that fear makes people seek the company of others.

Before selecting a better answer, think about the behavior of the OOD and the damage control party.

(Go back to page 17.)

Panic

Panic is an uncontrollable state of fear in which an individual becomes temporarily unreasoning and oblivious to everything but his crisis. Such a state makes communication almost impossible, for the panic-stricken person is no longer able to comprehend and relay information or carry out orders.

(Go to page 22.)

Your Answer:

The OOD is displaying panic when he fails to issue a command and gives no indication of action to be taken to fight the fire.

The OOD was the only person who panicked during this emergency.

(Go to page 29.)

Your Answer:

The OOD is exhibiting avoidance behavior, while the damage control party is demonstrating that fear stimulates communication.

The second part of your answer is correct. The damage control party is demonstrating that fear stimulates conversation. However, the OOD is not exhibiting avoidance behavior. Rather, he is exhibiting a generalized anger and irascibility.

(To continue, go to page 19, and read it as you listen to PART V of the tape.)

Which of these statements best defines panic?

a. Panic is a state of uncontrollable fear characterized by exhaustion, a state in which the person is incapable of doing anything rational and goal-directed.

b. Panic is a state of uncontrollable fear that completely blocks out communication.

c. Panic is a state of uncontrollable fear in which an individual becomes temporarily unreasoning and oblivious to everything but his crisis.

d. Panic is a state of a person in any situation where his general well-being is threatened with no readily available means of reducing the threat.

(Go to page 23.)

The following is an example of a stress situation.

Two destroyers are maneuvering at close quarters. Suddenly, a collision appears imminent. The OOD screams, "Hard right rudder! Starboard engine back full! Port engine ahead flank!" The helmsman spins the wheel and shouts, "Rudder hard right, sir!" The seaman at the engine room telegraph rings up the orders and relays the message from the engine room: "Starboard engine back full, port ahead flank!" The bridge watch sighs as the bow falls off to the right, narrowly missing the other ship. Later a fire breaks out. The bridge receives a report that a ready ammunition storage box is in danger of exploding. The OOD paces frantically but issues no command and gives no indication of action to be taken.

Which of the following is true?

a. The OOD is displaying panic when he screams his command. He is also displaying panic when he fails to issue a command and gives no indication of action to be taken to fight the fire. (Go to page 26.)

b. The helmsman is displaying panic when he spins the wheel. The OOD is also displaying panic when he fails to issue a command and gives no indication of action to be taken to fight the fire. (Go to page 27.)

c. The OOD is displaying panic when he fails to issue a command and gives no indication of action to be taken to fight the fire. (Go to page 20.)

Your Answer:

The behavior of the OOD illustrates that fear increases as frustration increases, while the damage control party is demonstrating that fear increases the cohesiveness of a group.

Your answer is totally incorrect. In the example there is nc evidence that the OOD is experiencing frustration or that there is noticeable improvement in the cohesiveness of the damage control party because of fear.

(Go back to page 16 for review and then select a better answer from the choices on page 17.)

Your Answer:

The OOD is exhibiting a generalized anger and irascibility, while the damage control party is demonstrating that fear stimulates communication.

This statement best describes the characteristics of fear illustrated in the example.

(To continue, go to page 19 and read it as you listen to PART V of the tape.)

Your Answer:

The OOD is displaying panic when he screams his command. He is also displaying panic when he fails to issue a command and gives no indication of action to be taken to fight the fire.

You are partly right; the OOD is displaying panic in the fire situation. However, he reacted quickly and appropriately in the collision emergency situation and was not panicky.

(Go to page 29.)

Your Answer:

The helmsman is displaying panic when he spins the wheel. The OOD is also displaying panic when he fails to issue a command and gives no indication of action to be taken to fight the fire.

You correctly identified that the OOD is in a state of panic. The communication between the helmsman and the OOD, however, is an appropriate response in an emergency situation, and the helmsman is not in a state of panic.

(To continue, go to page 29.)

Communication Under Stress

To achieve communication under battle conditions:

1. Give short, clear orders. A standard format for orders under combat conditions is the Marine Corps Five-Paragraph Order, prepared to ensure that necessary information for mission accomplishment is relayed to all persons in an orderly and complete manner.

(Go to page 31.)

Stress

Stress is defined as a state of a person in any threatening situation, where a readily available means of reducing the threat does not exist; it is manifested as either fear or panic.

Fear

Fear is nature's way of preparing the body for an emergency and has both positive and negative characterisit [illegible].

Panic

Panic, on the other hand, is an uncontrollable state of fear in which an individual becomes temporarily unreasoning and oblivious to everything but his crisis. Such a state makes communication almost impossible.

(Go to page 30.)

The following is a description of a battle situation:

A ship has been warned that it might come under night attack by a torpedo aircraft. As a torpedo bomber appears low over the water, there is a noticeable feeling of tension and excitement in the air. The order "Commence firing" is issued, and the first gun crew carries out firing operations as ordered. A man in the second gun crew freezes.

Select the statement that <u>best</u> describes the manifestations of stress in this example.

a. The first gun crew is exhibiting fear and the man in the second crew is exhibiting panic.

b. Both the first gun crew and the man in the second crew are exhibiting panic.

c. The first gun crew is exhibiting panic and the man in the second crew is exhibiting fear.

(Go to page 28 and refer to it while listening to PART VI of the tape.)

Which of these statements correctly describes the purpose of the Marine Corps Five-Paragraph Order?

a. To ensure that information necessary to mission accomplishment is relayed to all persons in an orderly and complete manner. (Go to page 35.)

b. To ensure that persons involved with the mission perform in an orderly and complete manner under stressful conditions. (Go to page 37.)

c. To ensure that necessary information to mission accomplishment is relayed to all persons in responsible positions in an orderly manner. (Go to page 33.)

Your Answer:

OOD: "Right standard rudder."

Helmsman: No response, but he executes the order promptly.

The order is issued in a positive manner, but the OOD has no way of knowing that the seaman understands what is expected of him because there is no immediate feedback.

(Go to page 41 and refer to it while listening to PART VIII of the tape.)

Your Answer:

To ensure that necessary information to mission accomplishment is relayed to all persons in responsible positions in an orderly manner

You're on the right track, but remember that the information must be relayed to all persons, not just to those in responsible positions.

(Go to page 38 and refer to it while listening to PART VII of the tape.)

Your Answer:

Weapons Officer: "Forward mount go ahead and shoot a couple of salvos of armor piercing."

Mount Captain: "Mount One, about to shoot."

This is not correct. In the first place, the order is not specific enough because there is more than one forward mount. In the second place, a couple of salvos is not definitive. Finally, the mode of feedback is improper.

(Go back to page 38 and read the summary again. Then choose a better answer from the choices on page 39.)

Your Answer:

To ensure that information necessary to mission accomplishment is relayed to all persons in an orderly and complete manner.

You have identified the statement that correctly describes the purpose of the Marine Corps Five-Paragraph Order.

(Go to page 38 and refer to it while listening to PART VII of the tape.)

Your Answer:

Weapons Officer: "Mount One. Two salvos. Armor piercing. Commence firing."

Mount Captain: "Mount One. Two salvos. Armor piercing. Commence firing."

This example demonstrates both a positive verbal order and the proper feedback.

(Go to page 41 and refer to it while listening to PART VIII of the tape.)

Your Answer:

To ensure that persons involved with the mission perform in an orderly and complete manner under stressful conditions.

Not exactly. Hopefully this is one of the by-products of the Marine Corps Five-Paragraph Order, but that is not its purpose.

(Go back to page 28 and read the summary again. Then choose a better answer from the choices on page 31.)

Communication Under Stress (continued)

Additional steps for achieving effective communication under combat conditions are:

2. Issue orders in a measured, crisp, authoritative manner. Be positive and optimistic.

3. Require feedback from individuals so that understanding is assured.

(Go to page 39.)

Which of these examples best demonstrates a leader issuing effective verbal orders under stress and getting proper feedback from an individual?

a. Weapons Officer: "Mount One. Two salvos. Armor piercing. Commence firing."

Mount Captain: "Mount One. Two salvos. Armor piercing. Commence firing."

(Go to page 36.)

b. Weapons Officer: "Forward mount go ahead and shoot a couple of salvos of armor piercing."

Mount Captain: "Mount One, about to shoot."

(Go to page 34.)

c. OOD: "Right standard rudder."

Helmsman: No response, but he executes the order promptly.

(Go to page 32.)

d. OOD: "Move the rudder to the right about halfway."

Helmsman: "Right standard rudder, aye."

(Go to page 40.)

Your Answer:

OOD: "Move the rudder to the right about halfway."

Helmsman: "Right standard rudder, aye."

No, that is incorrect. The order is not expressed in an authoritative and positive manner. However, the helmsman's response indicates that he knows what is required of him.

(Go to page 41 and refer to it while listening to PART VIII of the tape.)

Communication Under Stress (continued)

The fourth step for achieving effective communication under combat conditions is:

4. Ensure that each person under stress understands the "big picture."

(Go to page 42.)

Here is an example of a very confusing situation.

Fire breaks out at the electrical switchboard in the gunnery control area. The firefighting party rushes to the scene with firehoses, fog nozzles, and CO_2 extinguishers. The officer shouts, "CO_2 only! No water!" The subordinates follow directions, but the fire spreads. The officer orders, "Chief, call damage control." The chief says "Aye, aye, sir," and executes the order. The damage control party arrives with firehoses and fog nozzles rigged. Confusion follows.

Which of these statements <u>best</u> describes the cause of the confusion that ensued?

a. The officer did not get proper feedback from the chief.

b. The officer did not ensure that the men in the second fire detail understood the nature of the fire and the basic strategy for fighting it.

c. The officer did not base his order on the Five-Paragraph Order format. As a result, subordinates did not have the information necessary to accomplish the job.

d. There was confusion because the orders were not given in an authoritative and positive manner.

(Go to page 45.)

Communication Under Stress

For effective communication under battle conditions, the leader must:

1. Present short, clear orders. A standard format for orders under combat is the Marine Corps Five-Paragraph Order.

   Purpose--to ensure that information necessary for mission accomplishment is relayed to all persons in an orderly and complete manner, even under stressful conditions.

2. Issue orders in a measured, crisp, authoritative manner. Be positive and optimistic.

3. Require feedback from individuals so that understanding is assured.

4. Ensure that each person under stress understands the big picture.

(Go to page 44.)

The Executive Officer of a DE that has sustained a mine blast is reporting to the Captain on the damage.

Which of these is the most effective presentation of the information?

a. Suffered damage to forward storage locker on the portside. Taking water. Hole about two feet wide. Two feet of water in compartment. Watertight integrity set to seal area. Four men injured. Damage control party should have situation stabilized soon. (Go to page 48.)

b. Captain, this place is a mess! We really got clobbered. The storage locker on the third deck is flooding rapidly. Two men were injured seriously, two were able to walk to sick bay. The damage control party is working to get the situation under control. (Go to page 47.)

c. Forward storage locker on the third deck portside is damaged. Blast injured four men, two seriously; all men being evacuated to sick bay. Compartment taking water. DC party on site and shoring up a 2-foot hole in outer bulkhead. Two feet of water in compartment. Area has been sealed off. Situation should be stabilized in 30 minutes. (Go to page 46.)

Communication Under Stress

For effective communication under stress:

1. Present short, clear orders.
2. Issue verbal orders in an authoritative and positive manner.
3. Require feedback.
4. Ensure that each person understands the "big picture."

(Go to page 43.)

Your Answer:

Forward storage locker on the third deck portside is damaged. Blast injured four men, two seriously; all men being evacuated to sick bay. Compartment taking water. DC party on site and shoring up a 2-foot hole in outer bulkhead. Two feet of water in compartment. Area has been sealed off. Situation should be stabilized in 30 minutes.

You are right. This is the most effective presentation of the information.

(Go to page 49.)

Your Answer:

Captain, this place is a mess! We really got clobbered. The storage locker on the third deck is flooding rapidly. Two men were injured seriously, two were able to walk to sick bay. The damage control party is working to get the situation under control.

No, this is not the most effective presentation of the information. If anything, it is the worst. The Executive Officer takes on an alarmist tone in delivering the message, which is most inappropriate. Furthermore, the information is incomplete and is sequenced improperly.

(Go back to page 43 and read the summary again. Then choose a better answer from the choices on page 44.)

Your Answer:

Suffered damage to forward storage locker on the port-side. Taking water. Hole about two feet wide. Two feet of water in compartment. Watertight integrity set to seal area. Four men injured. Damage control party should have situation stabilized soon.

No, this is not the most effective presentation of the information, because it is incomplete. The Executive Officer fails to elaborate on the nature of the injuries. Nor does he inform the Captain about how this problem was handled.

(Now go back to page 44 and select a better answer.)

This is the end of Part Four, Segment VII.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART FOUR

ACHIEVING EFFECTIVE COMMUNICATION

Segment VII

Communication Under Battle Situations

Progress Check

WESTINGHOUSE LEARNING CORPORATION
Annapolis, Maryland
1971

COMMUNICATION UNDER BATTLE SITUATIONS

PROGRESS CHECK

Question 1.

From the following choices, select the one that correctly identifies a situation in which panic is evident.

a. During an attack on his ship, ENS Palmer deserted his post and tried to convince his shipmates to jump overboard.

b. The Captain issues the order "Abandon ship" when he is sure that his ship has sustained irreparable damages.

c. During his first combat experience ENS Wood became violently ill and nauseated, and considered deserting his post.

d. During his first combat experience, ENS Bark noticed that he was trembling and that his leg was jerking uncontrollably.

Question 2.

During the night, the USS Patterson encountered a typhoon in the Gulf of Tonkin. ENS Long was awakened by the ship's violent pitching. The storm was making him very uneasy and he decided to go to the galley for a cup of coffee. When he entered the galley he found many crew members already there. As the conversation progressed, the tension dissipated noticeably, and the talk turned to the next Hong Kong visit.

Select the statement that identifies the manifestation of fear among the personnel described above.

a. They were displaying negative fear characteristics.

b. They were displaying no visible manifestations of fear.

c. They were displaying positive fear characteristics.

d. They were displaying intuitive fear characteristics.

Question 3.

The USS Snipe, which had been assigned picket duty off the coast of Korea, was constantly being tormented by nearby hostile patrol boats. After several weeks, ENS Bates noticed that efficiency in his Combat Information Center declined significantly. In addition, the men were easily angered over trivial matters and seemed unusually tired. Dissension among the crew was widespread and morale was low.

Select the statement that best describes the manifestations of fear illustrated above.

a. The men were displaying negative fear characteristics.

b. The men were displaying negative and positive fear characteristics.

c. The men were displaying positive fear characteristics.

d. The men were displaying exaggerated fear characteristics.

Question 4.

Select the statement that best defines stress.

a. The state of a person in any situation where he demonstrates negative responses and an inadequate capability to cope with fear situations

b. A behavior tendency that is demonstrated by deep states of depression and intense agitation

c. The state of a person brought on by abnormally excessive activity

d. The state of a person in any situation where his general well-being is threatened, and where no readily-available response exists to reduce the threat

Question 5.

SGT Richards, who was stationed in Vietnam, realized the dangers involved in convoy duty. Subsequently, each time Richards knew he was going to be given such an assignment, he reported himself ill at sick bay.

Select the statement that best describes the negative characteristics of fear portrayed in the above example.

a. Richards was exhausted and used sick bay to avoid convoy duty.

b. Richards was a victim of an uncontrollable fear that compelled him to report to sick bay.

c. Richards was displaying avoidance behavior tendencies by reporting to sick bay.

d. Richards was manifesting the symptoms of a mental disorder.

Question 6.

From the following choices, select the statement that is the best means of ensuring the understanding of orders.

a. The leader conforms to the accepted methods of delivering orders and repeats the orders to ensure understanding.

b. The leader issues orders in a measured, crisp, authoritative manner and then asks the men if they know what to do.

c. The leader threatens men with the possibility of being put on report for misunderstanding orders.

d. All of the above

Question 7.

From the following choices, select the statement that identifies orders issued in a manner appropriate for a stress situation.

a. The leader says: "Gentlemen, our mission is to clear this area for a field hospital. Read your orders and ask any questions you may have concerning the accomplishment of the mission."

b. While on patrol, LT Bains observed incoming mortar fire approximately 25 yards away. He ordered his unit, "Move out, on the double, take cover in the ravine."

c. During a night map exercise, LT Moore stopped to give orders. He said, "We proceed up this hill and then take a road three miles that bears to the left."

d. All of the above

Question 8.

After two days as the forward observer for G Company, 1-LT Parks began to experience the loneliness of his new and dangerous assignment. He then started thinking about his own unit. He wanted to rejoin them as soon as possible.

From the following choices, select the statement that best describes the positive characteristic of fear portrayed above.

a. LT Parks is strongly motivated to seek the company of others, and realizes how important his own unit is to him. He is more likely to carry out his mission successfully on account of this.

b. LT Park's loneliness is not being dispelled, and his fear is mounting.

c. Due to his dangerous assignment, LT Parks is developing fatigue and its accompanying symptoms.

d. His situation is temporarily hopeless and relief is not readily available.

Question 9.

1-LT Locke was assigned to assault and secure Hill 283. LT Locke called his Platoon Leaders together to brief them. The general plan was explained, but by some oversight the 2nd Platoon was given incorrect movement information. The result was a reduction in firepower which created confusion in the assault phase of the mission.

Select the statement that describes the best alternative presentation by LT Locke to the 2nd Platoon that would have ensured effective communication of the necessary information.

a. LT Locke should have repeated verbatim the information contained in the orders.

b. LT Locke should have followed a standard format in briefing the Platoon, and should have asked for feedback during the briefing.

c. LT Locke should have briefed his men about unexpected movements of personnel during combat conditions.

d. LT Locke should have given alternate orders on the battlefield, and should have requested support from the rear areas.

Question 10.

Select the statements that describe the steps to take during battle conditions to make communications more effective.

1) The leader should use a standard format for preparing and issuing his order.

2) The leader should issue verbal orders in a measured, crisp, authoritative manner, and should require feedback from individuals so that understanding is assured.

3) The leader should ensure that each person under stress understands the "big picture," so that decisions to shift personnel from one place to another will not be unexpected.

4) The leader should make sure that everyone concerned with the mission is present at the briefing, to ensure complete distribution of orders.

a. 1, 2, and 4

b. 1, 3, and 4

c. 1, 2, 3, and 4

d. 1, 2, and 3

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Four SEGMENT VII

REMEDIATION TEXT Audio Script (HHATS)

ITEM	ANSWER	REMEDIATION REFERENCE
1	a	Page 8
2	c	Pages 3-7
3	a	Pages 3-5
4	d	Pages 1-2
5	c	Pages 3-5
6	b	Pages 9-10
7	b	Pages 9-10
8	a	Pages 6-7
9	b	Pages 9-10
10	c	Pages 9-11
11		
12		
13		
14		
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PROGRAM FRAME ANSWERS

PART FOUR

Segments V, VI & VII

PROGRAM FRAME ANSWERS

PART Four SEGMENT V TYPE Intrinsically Programed Booklet PAGE 1 OF 1 PAGES

QUESTION PAGE	CORRECT ANSWER
2	b
7	c
16	d
17	b
19	b
21	b
25	c
29	a
34	c
35	d
41	d
46	c
49	a
54	c
56	b
57	b
66	b
67	c
68	c

PROGRAM FRAME ANSWERS

PART Four SEGMENT VI TYPE Intrinsically Programed Booklet PAGE 1 OF 1 PAGES

QUESTION PAGE	CORRECT ANSWER
2	b
4	a
15	b
18	d
21	c
25	c
29	b
33	d
39	a
41	b
45	c
48	d
54	a
56	c
60	d
64	c
68	d
71	d
74	b

PROGRAM FRAME ANSWERS

PART Four SEGMENT VII TYPE Intrinsically Programed Booklet PAGE 1 OF 1 PAGES

QUESTION PAGE	CORRECT ANSWER
2	c
5	c
6	b
12	d
17	a
22	c
23	c
30	a
31	a
39	a
42	b
44	c